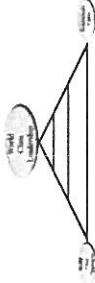


APPENDICES

Appendix 1

Koukamma Municipality Section 57 Performance Scorecards – 2006/7 Financial Year

HOWARD COOK ASSOCIATES
 PERFORMANCE SCORECARD CALCULATIONS
 MUNICIPALITY: Koukamma
 DESIGNATION TITLE: Municipal Manager
 DATE: PERIOD: July 2006 - 30 June 2007
 INCUMBENT: Mr Mkhusele Ntshweni



INSTRUCTIONS:

1. The performance contract should be available for every position to be rated
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standards is 3.
6. The standard score is weight X standard rating
7. The actual score is weight X actual rating.

No.	Key Performance Area	Most Important Elements to Measure	Key Performance Indicator	Weight	1	2	3	4	5	6
					Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 1 to 5	Standard Rating 1 to 5	Standard Score 1X4	Performance Score 1X2
Key Performance Indicators [80% weighting]*										
1.	Municipal Transformation and Organisational Development			1.5						0.00
			1.1 Performance Management System (PMS) aligned to the IDP developed and implemented	0.28	3	3	3	3	0.84	0.84
			1.2 An organisational structure aligned to the IDP established and operationalised	0.28	3	3	3	3	0.84	0.84
			1.3 Effective administrative, including human resources, structures and procedure, including: human resources, financial policies, bylaws and communication systems established and implemented	0.28	2	3	3	3	0.84	0.56
			1.4 The interface between EXCO and the Council to align administrative and political priorities of Council managed	0.28	1	1	3	3	0.84	0.28
			1.5 Integrated human resources management systems introduced and operationalised	0.28	2	2	3	3	0.84	0.56
			1.6 Customer service systems implemented	0.28	2	2	3	3	0.84	0.56
					30				0.00	0.00
2.	Infrastructure Development and Basic Service Delivery									
			2.1 Infrastructure Development and Investment Model implemented (In the said model there should be a dynamic relationship between population growth projections, service delivery backlog, revenue generation capacity and institutional capacity)	0.2	1	1	3	3	0.60	0.20
			2.2 10% Reduction in reticulation losses for water and electricity (Rand-value)	0.2	2	2	3	3	0.60	0.40
			2.3 % Reduction in number of complaints from residents	0.2	2	2	3	3	0.60	0.40
			2.4 25% Improvement in response time and resolution of complaints	0.2	2	2	3	3	0.60	0.40
			2.5 10% Increase in payment of municipal services	0.2	2	2	3	3	0.60	0.40
			2.6 Asset register for all infrastructure and municipal property rehabilitated periodically and maintained	0.2	2	2	3	3	0.60	0.40

2.7 The provision of basic municipal services to the satisfaction of residents (That is, clear delivery programmes and projects and enabling authorities to progressively achieve national service delivery targets in terms of)		0.00	0.00				
	2.7.1 Water - 8500 households (total)	0.2	3	3	0.60	0.60	
	2.7.2 Sanitation - 496 households (total)	0.2	3	3	0.60	0.60	
	2.7.3 Electricity - 6 new housing projects supplied	0.2	3	2	0.60	0.60	
	2.7.4 Refuse Removal - rendered to 65% of households	0.2	3	3	0.60	0.60	
	2.7.5 Municipal access roads and public transport 50% of all municipal roads maintained	0.2	2	2	0.60	0.40	
2.8 Sustainable human settlement development facilitated through engagement with sector departments in line with the IDP and through IGR Structures:		0.00	0.00		0.00	0.00	
	2.8.1 IDP integrates sector plans, including Housing, Health, Social Development, Home affairs, DME, DWAF, DTI, DEAT, Education, Land affairs	0.2	3	2	0.60	0.60	
	2.8.2 Spatial Development Framework in IDP includes spatial reconstruction policies, environmental, social and demographic trends, land use policies and representation of sustainable human settlement vision	0.2	3	3	0.60	0.60	
3. Local Economic Development (LED)	3.1 An analysis of the local economy undertaken	0.35	1	2	0.00	0.00	
	3.2 Comparative and competitive advantage of the municipality identified and incorporated into credible LEDs	0.35	2	3	1.05	0.35	
	3.3 Spatial Development Framework in IDP includes economic development analysis, land-use policies and spatial representation of local economic development vision	0.35	2	3	1.05	0.70	
	3.4 IDP SDF is applied in accordance with economic development analysis, land use policies, the spatial representation of the LED vision	0.35	2	3	1.05	0.70	
	3.5 Institutional capacity to implement LED programs established and a conducive environment for shared growth created to ensure that				0.00	0.00	
	3.5.1 Market and public confidence in municipal functioning, infrastructure development and service delivery is improved	0.35	2	2	1.05	0.70	
	3.5.2 Existing public and private resources to intensify enterprise support to local communities utilised	0.35	2	2	1.05	0.70	
	3.6 Sustainable community investment programmes introduced and implemented	0.35	2	2	1.05	0.70	
	3.7 Knowledge sharing networks and social partnerships facilitated	0.35	2	2	1.05	0.70	
4. Municipal Financial Viability and Management		20			0.00	0.00	

		5.4 Mechanisms to ensure disclosure of financial interest in place.	0.21	3	3	3	0.63
		5.5 An effective communication strategy to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation developed and implemented.	0.21	3	3	3	0.63
		5.6 Unqualified audit report achieved and maintained	0.21	1	1	3	0.63
		5.7 Community satisfaction survey, conducted	0.21	1	1	3	0.21
Municipal IDP Objectives		1.1 All legislative requirements are complied with by 2004	0.21	2	2	3	0.42
1 Municipal Transformation and Organisational Development	Performance Management System EXCO - Council Interface	1.2 Section 57 Performance Plans aligned to IDP and Budget by Dec 2006	0.28	5	5	3	1.40
		1.3 Administrative and political policies are aligned and interface improves to 65% effective.	0.21	2	2	3	0.42
		1.4 Strategic sessions/resolutions that improve alignment of administrative and political priorities are implemented.	0.28	2	2	3	0.56
		2.1 All communities in the municipal area have access to basic services, community services, land and housing within 5 years	0.2	4	4	3	0.84
2 Infrastructure Development and Basic Service Delivery	Response time and resolution of complaints	2.2 Response times are improved by 25%	0.2	2	2	3	0.40
		2.3 Complaints registers, including those for each satellite office, are signed off weekly	0.2	3	3	3	0.60
		2.4 Improved systems ensure 45% of municipal service fees are collected.	0.2	3	3	3	0.60
		2.5 A single asset register is established and records 80% of municipal infrastructure and property	0.2	3	3	3	0.60
3 Local Economic Development (LED)		3.1 The economy on the Koukamma municipal area continues to grow as evidence by: a) 10% increase in employment over a 5 year period b) A 20% growth in the tourism sector per annum	0.35	2	2	3	0.70
		3.2 Sector plans are reflected/considered and integrated into the IDP by June 2007	0.35	2	2	3	1.05
		3.3 SDF is adopted by council by June 2007	0.35	3	3	3	1.05
		3.4 Information pertaining to the local economy is 100% updated to date of data collection by June 2007	0.35	2	2	3	1.05
4 Municipal Financial Viability and Management	LED Strategy	3.5 LED strategy is developed including reference to programmes by June 2007	0.35	2	2	3	1.05
		3.6 A 40% improvement in effective LED programmes is established by June 2007	0.35	2	2	3	1.05
		3.7 Public and private resources support given to local communities increases by 20% through regular interaction by June 2007	0.35	2	2	3	1.05
		3.8 One investment programme that leads to sustainable development and upliftment is implemented by June 2007	0.35	1	1	3	0.35
	Community Investment	3.9 Five partnerships are established by June 2007 by regular interaction with relevant stakeholders	0.35	1	1	3	0.35
		4.1 Strategies for improving Revenue Collection are implemented	0.23	3	3	3	0.69
		4.2 Strategies for extending the Revenue Base are implemented	0.23	2	2	3	0.46
		Budget	4.3 IDP and Budget process are integrated and done simultaneously in order to meet service delivery targets.	0.23	5	5	1.15
	Budget and treasury Office	4.4 Alignment of budget to service delivery targets as set out in the IDP improves by 30% by June 2007	0.23	5	5	3	1.15
		4.5 Budget and Treasury Office established by June 2007	0.23	2	2	3	0.69

Budget and revenue management	4.6 Budget and revenue management effectiveness improves by 20% by June 2007 through the implementation of proper management systems	0.23	2	2	3	0.69	0.46
Financial auditing and reporting	4.7 Issues mentioned in the qualified audit report reduce by 50% by June 2007	0.23	1	1	3	0.69	0.23
Capacity to spend	4.8 Adjustment budget is approved by council	0.23	5	5	3	0.69	1.15
Service Debtors	4.9 The number of budget votes over and under spent reduces by 50% by June 2007	0.23	2	2	3	0.69	0.46
Integrated Financial Management systems	4.10 An integrated Financial Management System is implemented and fully operational by June 2007	0.23	2	2	3	0.69	0.46
Consumer debt	4.11 Growth in service debtors is reduced by 25% by June 2007	0.23	2	2	3	0.69	0.46
Grant dependency rate	4.12 Recovery date for consumer debt does not exceed 90 days by June 2007	0.23	2	2	3	0.69	0.46
Creditor Payment	4.13 Grant dependency rate is reduced by 10% by June 2007	0.23	2	2	3	0.69	0.46
% Personnel Cost	4.14 Creditor payment period is reduced to 90 days by June 2007	0.23	2	2	3	0.69	0.46
Bad debt	4.15 The personnel cost % of operational budget is reduced to meet legislative requirements by June 2007	0.23	1	1	3	0.69	0.23
Community Participation: Planning	4.16 Provision of at least 10% of bad debt is made in the new financial year budget	0.23	3	3	3	0.69	0.69
Community Participation: Budgeting	5.1 One planning session per quarter is held with the involvement of all relevant stakeholders	0.23	2	2	3	0.69	0.46
Community Participation: Implementation	5.2 The amount allocated on the budget towards participation processes is increased by 10% by June 2007	0.23	2	2	3	0.69	0.46
Community Participation: Monitoring and reporting	5.3 Five ward committee meetings and one stakeholder meeting are held per quarter	0.23	3	3	3	0.69	0.69
Communication of IDP Targets met	5.4 Formal minutes of each ward meeting are submitted to management	0.23	2	2	3	0.69	0.46
Capacity building of CBOS	5.5 Regular feedback sessions with communities regarding achievement on IDP targets are held	0.23	2	2	3	0.69	0.46
Anti-Corruption Strategy: Prevention	5.6 A concept document for Community Capacity building is drafted by June 2007	0.23	2	2	3	0.69	0.46
Anti-Corruption Strategy: Detection	5.7 Approved Bylaws/policy to address tampering and other corruption offences implemented by June 2007	0.23	2	2	3	0.69	0.46
Anti-Corruption Strategy: Awareness/communication	5.8 A 20% decrease in tampering and other offences is achieved by June 2007	0.23	2	2	3	0.69	0.46
Financial Disclosure	5.9 Number of issues raised in the internal audit is reduced by 20% by June 2007	0.23	2	2	3	0.69	0.46
Communication Strategy	5.10 A draft anti-corruption awareness/communication programme is in place by June 2007	0.23	2	2	3	0.69	0.46
Audit Report	5.11 Agendas and minutes of meetings held are available	0.23	5	5	3	0.69	1.15
Strategies							
Infrastructure Development and Basic Service Delivery							
Priority	Upgrade the level of services, including the bulk network provided to communities	0.2	2	2	3	0.60	0.40
1.1	Rehabilitate existing services	0.2	2	2	3	0.60	0.40
1.2a	Maintain existing services	0.2	2	2	3	0.60	0.40
1.2b	Upgrade and increase capacity within the technical department of the municipality (manpower and machinery)	0.2	3	3	3	0.60	0.60
1.3	Provision of new housing	0.2	2	2	3	0.60	0.40
1.4	Formulate an effective land use management mechanism	0.2	2	2	3	0.60	0.40
1.5							

1.6	Identify suitable land for development needs	0.2	2	3	3	0.60		
1.7	Facilitate and improve community services and facilities	0.2	3	3	0.60	0.60		
1.8	Access funding to release land	0.2	2	2	3	0.60	0.40	
1.9	Transfer existing houses	0.2	2	2	3	0.60	0.40	
Priority	Promote sport, arts, cultural and heritage activities	0.2	2	2	3	0.60	0.40	
4.1	Provide/upgrade sports facilities	0.2	1	1	3	0.60	0.20	
4.2	Priority	Identify suitable land for education	0.2	1	1	3	0.60	0.20
5.1	Engage the Department of Education to construct schools, crèches etc.	0.2	3	3	3	0.60	0.60	
5.2	Formulate a Koukamma bursary system	0.2	3	3	3	0.60	0.60	
5.3	Facilitate the improvement of learner transportation to schools	0.2	3	3	3	0.60	0.60	
5.4	Facilitate and encourage education including adult basic education	0.2	2	2	3	0.60	0.40	
5.5	Undertake effective environmental health practices	0.2	2	2	3	0.60	0.20	
6.1	Facilitate the enhancement of the health care system	0.2	2	2	3	0.60	0.40	
6.2	Participate in initiatives to combat crime	0.2	2	2	3	0.60	0.40	
6.3	Promote justice and human rights	0.2	2	2	3	0.60	0.40	
7.1	Undertake effective fire prevention/protection services	0.2	3	3	3	0.60	0.60	
7.2	Prepare a disaster management plan	0.2	1	1	3	0.60	0.20	
7.3	Undertake traffic law enforcement	0.2	3	3	3	0.60	0.60	
7.4	Facilitate safe environments	0.2	3	3	3	0.60	0.60	
7.5	Priority	Achieve to national policy and guidelines regarding employment and staff structure	0.28	3	3	0.84	0.84	
7.6	7.6 Municipal Transformation and Organisational Development	Establish a corporate image	0.28	2	2	0.84	0.56	
3.1	Promote good governance	0.21	2	2	3	0.63	0.42	
3.2	Priority	Identify funding sources	0.28	2	2	0.84	0.56	
3.3	Undertake integrated development planning in terms of the Systems Act	0.21	4	4	3	0.63	0.84	
3.4	Local Economic Development (LED)	Determine the skills available in Koukamma	0.35	2	2	1.05	0.70	
3.5	Priority	Facilitate the growth and formation of SMEs	0.35	3	3	1.05	1.05	
2.1	Facilitate training opportunities, including adult education	0.35	2	2	3	1.05	0.70	
2.2	Priority	Ensure that Koukamma Municipality's actions/activities increase employment of local labour/lead to job creation	0.35	3	3	1.05	1.05	
2.3	Facilitate and co-ordinate poverty alleviation programmes	0.35	2	2	3	1.05	0.70	
2.4	Nurture the tourism potential of Koukamma	0.35	2	2	3	1.05	0.70	
2.5	Access funding	0.35	2	2	3	1.05	0.70	
2.6	Promote sustainable development	0.35	2	2	3	1.05	0.70	
2.7	Municipal Financial Viability and Management	Centralise finance department	0.23	5	3	0.69	1.15	
2.8	Rev.Coi	Train staff	0.23	2	2	0.69	0.46	
1.1	Follow-up procedures on defaulters	0.23	2	2	3	0.69	0.46	
2	Priority	Improve billing system	0.23	2	2	0.69	0.46	
3	Investment strategy	0.23	2	2	3	0.69	0.46	
4	Water meters	0.23	2	2	3	0.69	0.46	
5	Prosecute electricity defaulters	0.23	1	1	3	0.69	0.23	
6	Decentralise pay points to more accessible locations	0.23	3	3	3	0.69	0.23	
7	Rate agricultural properties	0.23	1	1	3	0.69	0.23	
8	National Parks	0.23	1	1	3	0.69	0.23	
9	Validation of settlements	0.23	4	4	3	0.69	0.23	
Rev.Im	Additional traffic police	0.23	1	1	3	0.69	0.23	
01	External donor agencies	0.23	1	1	3	0.69	0.23	
2								
3								
4								
5								

Doing Critical Performance Indicators

No.	Category	Sub-Category	CPTs	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1	TECHNICAL SERVICES	1.1 Acceptable norms and standards	1.1.1 All work done in the department is done according to accepted engineering norms and standards	1.27	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1	TECHNICAL SERVICES	1.2 Schedules	1.2.1 All routine work is scheduled and schedules are met	1.27	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
1	TECHNICAL SERVICES	1.3 Complaints	1.3.1 The time of operational staff of the department spent on attending to complaints as a percentage of total operational time reduces each quarter until it reaches 20% which is thereafter maintained.	1.27	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
2	COMMUNITY SERVICES	2.1 Schedules	2.1.1 All routine work is scheduled and schedules are met	1.27	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
2	COMMUNITY SERVICES	2.2 Safety	2.2.1 Statistics relating to accidents, injury and the value of damage to property show a decreasing trend.	1.27	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
2	COMMUNITY SERVICES	2.3 Health	2.3.1 Statistics especially those relating to transmissible disease, malnutrition, deaths, clinic visits and births show continually improving trend	1.27	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
2	COMMUNITY SERVICES	2.4 Environment	2.4.1 Degradation of Nolambo's natural resources and environment is significantly reduced, and they are rehabilitated to natural conditions and sustained at that level, as evidence by key statistics.	1.27	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
3	CORPORATE SERVICES	3.1 Schedules	3.1.1 All routine work is scheduled and schedules are met	1.27	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3	CORPORATE SERVICES	3.2 Legislation	3.2.1. All legislative requirements are adhered to as evidence by no litigation.	1.27	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3	CORPORATE SERVICES	3.3 Customer Complaints	3.3.1 Services provided meet internal and external customer needs and customer satisfaction is maintained at 80% on all aspects of services provided.	1.27	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4	FINANCIAL SERVICES	4.1 GAMAP	4.1.1 The accounts of the Municipality are maintained strictly according to GAMAP.	1.27	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
4	FINANCIAL SERVICES	4.2 Cash Flow	4.2.1 Effective cash management ensures that money is always available to meet the current requirements of the Municipality	1.27	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
4	FINANCIAL SERVICES	4.3 Financial Reports	4.3.1 All financial reports are produced according to Approved schedule.	1.27	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4	FINANCIAL SERVICES	4.4 Debt	4.4.1 The rate of increase in debt is reduced each month	1.27	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
4	FINANCIAL SERVICES	4.4.2 Consumers who are able to pay are identified and the credit control system ensures that they do pay.	1.27	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
4	FINANCIAL SERVICES	4.4.3 Equitable Share claims are maximized	1.27	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
5	INTERNAL AUDIT	5.1 Annual Plan	5.1.1 The annual internal audit plan ensures that all critical aspects of municipal management and accounting are audited constantly	1.27	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	INTERNAL AUDIT	5.2 Ad Hoc Audits	5.2.1 Ad hoc audits do not interfere with meeting the annual internal audit plan.	1.27	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
5	INTERNAL AUDIT	5.3 Implementation																		

IDP Project Commitments		Total Capital	1.27	3	3	3	3.81
(A descriptive title of every IDP commitment of the incumbent must be listed below)							
13	Community	Formulate an Integrated Environmental Programme	0.2	1	1	3	0.60
84	Community	Establish school leavers support programme	0.2	1	1	3	0.60
87	Community	Lobby for ABET – facilities, educators	0.2	1	1	3	0.60
90	Community	Coldstream – Acquire funds for add. Land (housing)	0.2	1	1	3	0.60
91	Community	Sandifit – Purchase land for 350 houses	0.2	1	1	3	0.60
92	Community	Stormsriver – Establish library	0.2	3	3	3	0.60
93	Community	Clarkson – Establish library	0.2	3	3	3	0.60
94	Community	Clarkson – Establish new creche	0.2	1	1	3	0.60
95	Community	Clarkson – Addit. Sportsfield and abiltion facility	0.2	1	1	3	0.60
98	Community	Kareedouw – Establish multi-purpose hall	0.2	1	1	3	0.60
99	Community	Kareedouw – Establish Cultural Centre	0.2	1	1	3	0.60
101	Community	Kareedouw – Upgrading of clinic	0.2	2	2	3	0.60
104	Community	Mfennu farms – Building of 500 houses	0.2	3	3	3	0.60
27	Community	Kareedouw – Building of 447 houses	0.2	2	2	3	0.60
31	Community	Ravina – Building of 300 houses	0.2	2	2	3	0.60
32	Community	Krakeer River – Building of 189 houses	0.2	2	2	3	0.60
34	Community	Loutenvaart – Building of 588 houses	0.2	3	3	3	0.60
35	Community	Coldstream – Build 289 houses	0.2	3	3	3	0.60
37	Community	Gnekwa Rust – Development of 60 houses	0.2	2	2	3	0.60
42	Community	Lobby Dent. Edic. To upgrade facilities	0.2	2	2	3	0.60
43	Community	Encourage comm.. to co-operate with Police Forum	0.2	2	2	3	0.60
60	Community	Kareedouw – Upgrading of various facilities	0.2	2	2	3	0.60
68	Community	Clarkson – Transfer houses to occupants	0.2	1	1	3	0.60
69	Community	Clarkson – Transfer Municipal Houses to occupants	0.2	1	1	3	0.60
70	Community	Kareedouw Caravan Park	0.2	2	2	3	0.60
73	Community	Joubertina – Lobby Dept Health to re-open Hospital	0.2	3	3	3	0.60
74	Community	Joubertina – Additional land for housing	0.2	1	1	3	0.60
75	Community	Kwaaiabrand – land for additional housing	0.2	1	1	3	0.60
76	Community	Sandifit – Transfer Salfol houses to occupants	0.2	2	2	3	0.60
77	Community	Sandifit – Transfer houses to occupants	0.2	2	2	3	0.60
78	Community	Sandifit – Transfer of Griekwa Rust properties	0.2	1	1	3	0.60
79	Community	Stormsriver – Beadwork, sewing, cloth painting	0.2	3	3	3	0.60
80	Community	Thornham - Sewing	0.2	2	2	3	0.60
81	Community	Establish traffic law enforcement	0.2	2	2	3	0.60
45	Community	Lobby Health Auth. to provide more mobile clinics	0.2	2	2	3	0.60
46	Community	Lobby Health Auth. to improve ambulance service	0.2	2	2	3	0.60
47	Community	Establish Health Care Forum	0.2	3	3	3	0.60
48	Community	Investigate registering local traffic police	0.2	1	1	3	0.60
49	Community	Municipality investigate administrative support	0.2	1	1	3	0.60
50	Community	Participate in the formulation of a disaster management plan	0.2	1	1	3	0.60
51	Community	Establish a disaster management forum	0.2	3	3	3	0.60

52	Community		Coldstream – Sewing and home industry	0.2	3	0.60	0.40
53	Community		Kwaaistrand – Transfer Saicol houses to occupants	0.2	2	0.60	0.40
54	Community		Investigate NMIMM (Metro Houses)	0.2	2	0.60	0.40
56	Community		Lobby for Training Human Development	0.35	2	2	1.05
57	Community		Misgund – Establish creche	0.2	1	3	0.60
58	Community		ID Housing Need	0.2	1	1	0.20
59	Community		Misgund – Build 401 houses	0.2	2	3	0.60
106	Community		Develop a bylaw for liquor outlets	0.35	3	3	1.05
107	Community		Joubertina – Crematorium – garden of Remembrance	0.2	1	1	0.20
109	Community		Stormsriver – construct creche facility	0.2	1	1	0.20
110	Community		Woodlands – establish a clinic	0.2	1	1	0.20
111	Community		Joubertina – Upgrade Nurses Home	0.2	1	1	0.20
112	Community		Kareedouw – Maintenance of Hospital	0.2	1	1	0.20
184	Community		Kareedouw – Cemetery extension	0.2	1	1	0.20
205	Community		Louterwater – New Cemetery	0.2	3	3	0.60
435	Community		Misgund – Library facilities	0.2	1	1	0.20
436	Community		Krakeenvier – Library facilities	0.2	2	2	0.60
440	Community		Coldstream – library facilities	0.2	3	3	0.60
441	Community		Stormsriver – Creche building	0.2	1	1	0.20
442	Community		Kareedouw – Upgrade public toilets	0.2	1	1	0.20
443	Community		Joubertina – Upgrade public toilets	0.2	1	1	0.20
444	Community		Acquire 6000L water tanker	0.2	1	1	0.20
445	Community		Adequate office space for law enforcement personnel	0.2	2	2	0.40
96	Corporate		Compile and approve Placement Policy	0.21	1	1	0.21
103	Corporate		Compile and approve Recruitment Policy	0.21	1	1	0.21
105	Corporate		Compile and approve Leave Policy	0.21	1	1	0.21
23	Corporate		Compile and approve Disciplinary Procedure Policy	0.21	1	1	0.21
24	Corporate		Compile and approve Grievance Procedure Policy	0.21	1	1	0.21
41	Corporate		Appoint community facilitators	0.28	1	1	0.28
44	Corporate		Centralise archive system in Kareedouw	0.28	2	2	0.56
63	Corporate		Conduct a skills audit	0.28	3	3	0.84
412	Corporate		Improve and expand archive system	0.28	2	2	0.56
413	Corporate		Develop a Skills Development Plan	0.28	1	1	0.28
415	Corporate		Facilitate and assist with the review of the IDP	0.28	1	1	0.28
416	Corporate		Develop HR systems and procedures	0.28	1	1	0.28
418	Corporate		Training programmes for Ward Committees	0.21	3	3	0.63
419	Corporate		Improve Corporate Identity	0.21	1	1	0.21
421	Corporate		Facilitate development of community strategy	0.28	2	2	0.56
427	Corporate		Develop internal rewards system	0.21	1	1	0.21
428	Corporate		Facilitate Land Use Management	0.28	2	2	0.56
430	Corporate		Maintain council facilities	0.28	2	2	0.56

18	Finance	Investment Strategy	0.71	1	1	3	2.13	0.71
20	Finance	Prepare an Asset Register	0.23	3	3	0.69	0.69	0.69
83	Finance	Assistance for Fin Management and Planning	0.23	3	3	0.69	0.69	0.69
88	Finance	Kareedouw – Centralise Finance Dept	0.23	3	3	0.69	0.69	0.69
97	Finance	Indigent Policy	0.23	3	3	0.69	0.69	0.69
100	Finance	Outsource debt recovery	0.23	2	2	0.69	0.46	0.46
102	Finance	Prosecute Eject- Service defaulters	0.23	2	2	0.69	0.46	0.46
21	Finance	Valuation of properties	0.23	2	2	0.69	0.46	0.46
22	Finance	Rate agricultural properties	0.23	2	2	0.69	0.46	0.46
25	Finance	Valuation of settlements	0.23	2	2	0.69	0.46	0.46
26	Finance	Implement Mun. Financial Management Act	0.23	2	2	0.69	0.46	0.46
29	Finance	Establish Budget Office	0.23	2	2	0.69	0.46	0.46
30	Finance	New Financial Computer System	0.23	3	3	0.69	0.69	0.69
82	Technical	Misgund – Sewerage Treatment Works	0.2	3	3	0.60	0.60	0.60
2	Technical	Kareedouw – Upgrade bulk water supply	0.2	3	3	0.60	0.60	0.60
4	Technical	Coldstream – Solid waste disposal site	0.2	3	3	0.60	0.60	0.60
11	Technical	Eusterville – Bulk Water Supply Assessment	0.2	3	3	0.60	0.60	0.60
12	Technical	Comprehensive Water Audit	0.2	3	3	0.60	0.60	0.60
15	Technical	Kareedouw Mountain View – Electrify 147 houses	0.2	3	3	0.60	0.60	0.60
17	Technical	Krakeel River – Sewerage Treatment Works	0.2	3	3	0.60	0.60	0.60
19	Technical	Mfengu Farms – Housing Project Bulk Water Supply	0.2	3	3	0.60	0.60	0.60
89	Technical	Coldstream – Electrification of new housing	0.2	2	2	0.60	0.40	0.40
115	Technical	Kareedouw – Maintain toilets Daily: Qhavinyalethu	0.2	1	1	0.60	0.20	0.20
116	Technical	Krakeel River – Maintain toilets	0.2	1	1	0.60	0.20	0.20
117	Technical	Joubertina – Maintain toilets	0.2	1	1	0.60	0.20	0.20
372	Technical	Woodlands – Transfer sewerage, water and tip to KM	0.2	2	3	0.60	0.40	0.40

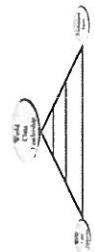
229.76

76.62

Total

TOTAL PERFORMANCE SCORE (Actual as % of Standard)

HOWARD COOK ASSOCIATES
 PERFORMANCE SCORECARD CALCULATIONS
 MUNICIPALITY: Koukama
 DESIGNATION TITLE: Municipal Manager
 DATE: PERIOD: 1 July 2006 - 30 June 2007
 INCUMBENT: Mr Mkhuseini Ndokweni



INSTRUCTIONS:

1. The performance contract should be available for every position to be rated.
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standard is 3.
6. The standard score is weight X standard rating.
7. The actual score is weight X actual rating.

Key Performance Indicators [80% weighting]*

No.	Key Performance Area	Most Important Elements to Measure	Key Performance Indicator	1			2			3			4			5		
				Weight	Performance Rating 1 to 5	Team Leader	Weight	Performance Rating 1 to 5	Team Member	Weight	Performance Rating 1 to 5	Team Leader	Weight	Performance Rating 1 to 5	Team Member	Weight	Performance Score 1X4	Score 1X2
1	Municipal Transformation and Organisational Development			1.5												0.00	0.00	
			1.1 Performance Management System (PMS) aligned to the IDP - developed and implemented	0.2	3	3	0.2	3	3	3	3	0.60	0.60	0.60	0.60	0.60	0.60	
			1.2 An organisational structure aligned to the IDP established and operationalised	0.2	3	3	0.2	3	3	3	3	0.60	0.60	0.60	0.60	0.60	0.60	
			1.3 Effective administrative and institutional systems, structures and procedure, including human resources, financial policies and bylaws and communication systems established and implemented	0.2	2	3	0.2	2	3	3	3	0.60	0.40	0.40	0.40	0.40	0.40	
			1.4 The interface between EXCO and the Council to align administrative and political priorities of Council managed	0.2	1	1	0.2	2	2	3	3	0.60	0.20	0.20	0.20	0.20	0.20	
			1.5 Integrated human resources management systems introduced and operationalised	0.2	2	2	0.2	2	2	3	3	0.60	0.40	0.40	0.40	0.40	0.40	
			1.6 Customer service systems implemented	0.2	2	2	0.2	2	2	3	3	0.60	0.40	0.40	0.40	0.40	0.40	
				10												0.00	0.00	
2	Infrastructure Development and Basic Service Delivery																	
			2.1 Infrastructure Development and Investment Model implemented (In this model there should be a dynamic relationship between population growth projections, service delivery backlog, revenue generation capacity and institutional capacity)	0.19	1	1	0.19	1	1	3	3	0.57	0.19	0.19	0.19	0.19	0.19	
			2.2 10% Reduction in reconnection losses for water and electricity (Rand-value)	0.19	2	2	0.19	2	2	3	3	0.57	0.38	0.38	0.38	0.38	0.38	
			2.3 % Reduction in number of complaints from residents	0.19	2	2	0.19	2	2	3	3	0.57	0.38	0.38	0.38	0.38	0.38	
			2.4 25% Improvement in response time and resolution of complaints	0.19	2	2	0.19	2	2	3	3	0.57	0.38	0.38	0.38	0.38	0.38	
			2.5 10% Increase in payment of municipal services	0.19	2	2	0.19	2	2	3	3	0.57	0.38	0.38	0.38	0.38	0.38	
			2.6 Asset register for all infrastructure and municipal property rehabilitates periodically and maintained	0.19	2	2	0.19	2	2	3	3	0.57	0.38	0.38	0.38	0.38	0.38	
			2.7 The provision of basic municipal services to the satisfaction of residents (That is: clean delivery programmes and projects that contribute towards to progressively achieve national service delivery targets in terms of)															
			2.7.1 Water - 8500 households (total)	0.19	3	3	0.19	3	3	3	3	0.57	0.57	0.57	0.57	0.57	0.57	
			2.7.2 Sanitation - 460 households (total)	0.19	3	3	0.19	3	3	3	3	0.57	0.57	0.57	0.57	0.57	0.57	

		2.7.3 Electricity - 6 new housing projects supplied)	0.19	3	2	3	0.57	0.57
		2.7.4 Refuse Removal - render to 65% of households	0.19	3	3	3	0.57	0.57
		2.7.5 Municipal access roads and public transport 50% of all municipal roads maintained	0.19	2	2	3	0.57	0.38
					0.00	0.00		
	2.8 Sustainable human settlement development facilitated through engagement with sector departments in line with the IDP and through IGR Structures							
	2.8.1 IDP integrates sector plans including Housing, Health, Social Development, Home affairs, DME, DWAF, DTI, DCAF, Education, Land affairs	0.19	3	2	3	0.57	0.57	
	2.8.2 Spatial Development Framework in IDP includes spatial reconstruction policies, environmental, social and demographic trends, land use policies and representation of sustainable human settlement vision	0.19	3	3	3	0.57	0.57	
	2.8.3 An analysis of the local economy undertaken	0.29	1	2	3	0.87	0.29	
	3.1 Comparative and competitive advantage of the municipality identified and incorporated into credible LEDs	0.29	2	3	3	0.87	0.58	
	3.2 An analysis of the local economy undertaken	0.29	2	3	3	0.87	0.58	
	3.3 Spatial Development Framework in IDP includes economic development analysis, land-use policies and spatial representation of local economic development vision	0.29	2	3	3	0.87	0.58	
	3.4 IDP SDR is applied in accordance with economic development analysis, land use policies, the spatial representation of the LED vision	0.29	2	3	3	0.87	0.58	
	3.5 Institutional capacity to implement LED programs established and a conducive environment for shared growth created to ensure that				0.00	0.00		
	3.5.1 Market and public confidence in municipal functioning, infrastructure development and service delivery is improved	0.29	2	2	3	0.87	0.58	
	3.5.2 Existing public and private resources to intensify enterprise support to local communities utilised	0.29	2	2	3	0.87	0.58	
	3.6 Sustainable community investment programmes introduced and implemented	0.29	2	2	3	0.87	0.58	
	3.7 Knowledge sharing networks and social partnerships facilitated	0.29	2	2	3	0.87	0.58	
				0.00	0.00			
3	Local Economic Development (LED)							
	3.5.1 Market and public confidence in municipal functioning, infrastructure development and service delivery is improved	0.29	2	2	3	0.87	0.58	
	3.5.2 Existing public and private resources to intensify enterprise support to local communities utilised	0.29	2	2	3	0.87	0.58	
	3.6 Sustainable community investment programmes introduced and implemented	0.29	2	2	3	0.87	0.58	
	3.7 Knowledge sharing networks and social partnerships facilitated	0.29	2	2	3	0.87	0.58	
				0.00	0.00			
4	Municipal Financial Viability and Management							
	4.1 Sound financial management practices implemented in terms of the MFAA priorities and time frames, including but not limited to							
	4.1.1 Budget aligned to development and service delivery, targets that municipalities are accountable for, as set out in the adopted IDPs	0.23	3	3	3	0.69	0.69	
	4.1.2 Budget and Treasury office established	0.23	2	2	3	0.69	0.46	
	4.1.3 Budget and revenue management is effective	0.23	2	2	3	0.69	0.46	
	4.1.4 Financial reporting and auditing is performed	0.23	2	2	3	0.69	0.46	
	4.2 Financial capacity for municipality to spend is created	0.23	2	2	3	0.69	0.46	
	4.3 Institutional capacity for financial management policies and bylaws developed including but not limited to supply chain management, credit control, tariff and investment policies	0.23	3	3	3	0.69	0.69	
	4.4 Integrated financial management systems introduced and operationalised	0.23	2	2	3	0.69	0.46	
	4.5 Municipal financial viability targets set and achieved which will ensure that				0.00	0.00		

3 Local Economic Development (LED)		3.1 The economy of the Konkanam municipal area continues to grow as evidenced by:	a) 10% increase in employment over a 5 year period	0.28	2	2	3	0.87	0.58
		b) A 20% growth in the tourism sector per annum							
Integrated sector Plans	3.2 Sector plans are reflected/considered and integrated into the IDP by June 2007			0.29	2	2	3	0.87	0.58
Spatial Development	3.3 SDF is adopted by council by June 2007			0.29	3	3	3	0.87	0.87
Local Economy Analysis	3.4 Information pertaining to the local economy is 100% updated to date of data collection by June 2007			0.29	2	2	3	0.87	0.58
IED Strategy	3.5 IED strategy is developed including reference to informatics by June 2007			0.29	2	2	3	0.87	0.58
Institutional capacity to implement LED	3.6 A 40% improvement in effective LED programmes is established by June 2007			0.29	2	2	3	0.87	0.58
Public and Private resource support	3.7 Public and private resources support given to local communities increases by 20% through regular interaction by June 2007			0.29	2	2	3	0.87	0.58
Community Investment	3.8 One investment programme that leads to sustainable development and upliftment is implemented by June 2007			0.29	1	1	3	0.87	0.29
Knowledge sharing and partnerships	3.9 Five partnerships are established by June 2007 by regular interaction with relevant stakeholders			0.29	1	1	3	0.87	0.29
4 Municipal Financial Viability and Management	4.1 Strategies for Improving Revenue Collection are implemented			0.23	3	3	3	0.69	0.69
Budget	4.2 Strategies for reducing the Revenue Base are implemented			0.23	2	2	3	0.69	0.46
	4.3 IDP and Budget process are integrated and done simultaneously in order to meet service delivery targets			0.23	5	5	3	0.69	1.15
Budget and treasury Office	4.4 Alignment of budget to service delivery targets as set out in the IDP improves by 30% by June 2007			0.23	5	5	3	0.69	1.15
Budget and revenue management	4.5 Budget and Treasury Office established by June 2007			0.23	2	2	3	0.69	0.46
Financial auditing and reporting	4.6 Budget and revenue management effectiveness improves by 20% by June 2007 through the implementation of proper management systems			0.23	2	2	3	0.69	0.46
Capacity to spend	4.7 Issues mentioned in the qualified audit report reduce by 50% by June 2007			0.23	1	1	3	0.69	0.23
Integrated Financial Management System (IFMS)	4.8 Adjustment budget is approved by council			0.23	5	5	3	0.69	1.15
Service Debtors	4.9 The number of budget votes over and under spent reduces by 50% by June 2007			0.23	2	2	3	0.69	0.46
Consumer debt	4.10 An integrated Financial Management System is implemented and fully operational by June 2007			0.23	2	2	3	0.69	0.46
Grant dependency rate	4.11 Growth in service debtors is reduced by 25% by June 2007			0.23	2	2	3	0.69	0.46
Creditor Payment	4.12 Recovery date for consumer debt does not exceed 90 days by June 2007			0.23	2	2	3	0.69	0.46
% Personnel Cost	4.13 Grant dependency rate is reduced by 10% by June 2007			0.23	2	2	3	0.69	0.46
Bad debt	4.14 Creditor payment period is reduced to 90 days by June 2007			0.23	2	2	3	0.69	0.46
Community Participation:	5.1 One planning session per quarter is held with the involvement of all relevant stakeholders			0.23	2	2	3	0.69	0.46
Planning	5.1.1 The personnel cost % of operational budget is reduced to meet responsible requirements by June 2007			0.23	1	1	3	0.69	0.23
Budget into	5.1.2 Provision of at least 10% of bad debt is mad in the new financial year budget			0.23	3	3	3	0.69	0.69
Community Participation:	5.1.3 Five ward committee meetings and one stakeholder meeting are held per quarter			0.23	3	3	3	0.69	0.69
Planning and reporting	5.4 Formal minutes of each ward meeting are submitted to management			0.23	2	2	3	0.69	0.46
Communication of IDP targets, met	5.5 Regular feedback sessions with communities regarding achievement on IDP targets are held			0.23	2	2	3	0.69	0.46
Capacity building of CBOs	5.6 A concept document for Community Capacity Building is drafted by June 2007			0.23	2	2	3	0.69	0.46
Anti-Corruption Strategy:	5.7 Approved bylaws/policy to address tampering and other corruption offences implemented by June 2007			0.23	2	2	3	0.69	0.46
Prevention	5.8 A 20% decrease in tampering and other offences is achieved by June 2007			0.23	2	2	3	0.69	0.46

Anti-Corruption Strategy: Detection	5.9 number of issues raised in the internal audit is reduced by 20% by June 2007	0.23	2	2	3	0.69	0.46
Anti-Corruption Strategy: Awareness/ Communication	5.10 A draft anti-corruption awareness/communication programme is in place by June 2007	0.23	2	2	3	0.69	0.46
Financial and Performance Audit Committee	5.11 Agendas and minutes of meetings held are available	0.23	5	5	3	0.69	1.15
Financial Disclosure	5.12 All role-players disclose financial interest using the appropriate mechanisms	0.23	4	4	3	0.69	0.92
Communication Strategy	5.13 One draft communication strategy that meets all legislative requirements is in place by June 2007	0.23	1	1	3	0.69	0.23
Audit Report	5.14 The number of issues raised in the Audit Report reduces by 50% by June 2007	0.23	1	1	3	0.69	0.23
Strategies							
Infrastructure Development and Basic Service Delivery							
Priority	Upgrade the level of services, including the bulk network provided to communities	0.19	2	2	3	0.57	0.38
1.1	Rehabilitate existing services	0.19	2	2	3	0.57	0.38
1.2a	Maintain existing services	0.19	2	2	3	0.57	0.38
1.2b	Upgrade and increase capacity within the technical department of the municipality (manpower and machinery)	0.19	3	3	3	0.57	0.57
1.3	Provision of new housing	0.19	2	2	3	0.57	0.38
1.4	Formulate an effective land use management mechanism	0.19	2	2	3	0.57	0.38
1.5	Identify suitable land for development needs	0.19	2	2	3	0.57	0.38
1.6	Facilitate and improve community services and facilities	0.19	3	3	3	0.57	0.57
1.7	Access funding to release land	0.19	2	2	3	0.57	0.38
1.8	Transfer existing houses	0.19	2	2	3	0.57	0.38
1.9	Promote sport, arts, cultural and heritage activities	0.19	2	2	3	0.57	0.38
Priority	Provide/maintain sports facilities	0.19	1	1	3	0.57	0.19
4.1	Identify suitable land for education	0.19	1	1	3	0.57	0.19
4.2	Engage the Department of Education to construct schools, creches etc.	0.19	3	3	3	0.57	0.57
Priority	Estimate a Koukamma bursary system	0.19	3	3	3	0.57	0.57
5.1	Facilitate the improvement of learner transportation to schools.	0.19	2	2	3	0.57	0.38
5.2	Facilitate and encourage education including adult basic education	0.19	2	2	3	0.57	0.38
Priority	Undertake an HIV/Aids awareness programme	0.19	1	1	3	0.57	0.19
5.3	Undertake effective environmental health practices	0.19	2	2	3	0.57	0.38
5.4	Facilitate the enhancement of the health care system	0.19	2	2	3	0.57	0.38
Priority	Participate in initiatives to combat crime	0.19	2	2	3	0.57	0.38
5.5	Promote justice and human rights	0.19	2	2	3	0.57	0.38
Priority	Undertake effective fire prevention/protection services	0.19	3	3	3	0.57	0.57
6.1	Prepare a disaster management plan	0.19	1	1	3	0.57	0.19
6.2	Undertake traffic law enforcement	0.19	3	3	3	0.57	0.57
Priority	Facilitate safe environments	0.19	3	3	3	0.57	0.57
Municipal Transformation and Organisational Development							
Priority	Adhere to national policy and guidelines regarding environment and staff structure.	0.2	3	3	3	0.60	0.00
3.1	Establish a concrete image.	0.2	2	2	3	0.60	0.40
3.2	Practise good governance	0.43	2	2	3	1.29	0.86
3.3	Identify funding sources	0.2	2	2	3	0.60	0.40
3.4	Undertake integrated development planning in terms of the Systems Act	0.2	4	4	3	0.60	0.80
3.5							
Local Economic Development (LED)							
Priority	Determine the skills available in Koukamma	0.29	2	2	3	0.87	0.58
2.1	Facilitate the growth and formation of SMMEs	0.29	3	3	3	0.87	0.58
2.2	Facilitate training opportunities, including adult education.	0.29	2	2	3	0.87	0.58
2.3	Ensure that Koukamma Municipality's actions/activities increase employment of local labour/lead to job creation.	0.29	3	3	3	0.87	0.87
2.4	Facilitate and co-ordinate poverty alleviation programmes.	0.29	2	2	3	0.87	0.58
2.5	Nurture the tourism potential of Koukamma	0.29	2	2	3	0.87	0.58
2.6	Access funding	0.29	2	2	3	0.87	0.58
2.7	Promote sustainable development	0.29	2	2	3	0.87	0.58
2.8	Centralise finance department	0.23	5	5	3	0.69	1.15
Priority							
1.1							

Critical Performance Indicators		
No.	Category	Sub-Categories
1	TECHNICAL SERVICES	<p>1.1 Acceptable norms</p> <p>1.2 Schedules</p> <p>1.3 Complaints</p>
2	COMMUNITY SERVICES	<p>2.1 Schedules</p> <p>2.2 Safety</p> <p>2.3 Health</p>
3	CORPORATE SERVICES	<p>3.1 Schedules</p> <p>3.2 Legislation</p> <p>3.3 Customer Complaints</p>
4	FINANCIAL SERVICES	<p>4.1 GAMA</p> <p>4.2 Cash Flow</p> <p>4.3 Financial Reports</p> <p>4.4 Debt</p> <p>4.5 Municipal Financial Management Act</p>
5	INTERNAL AUDIT	<p>5.1 Annual Plan</p> <p>5.2 Ad Hoc Audits</p> <p>5.3 Implementation</p>
6	Good Governance and Public Participation	<p>6.1 Customer Survey</p>

CP1's

1.1 All work done in the department is done according to accepted engineering norms and standards

1.2 All routine work is scheduled and schedules are met

1.3 The time of operational staff of the department spent on attending to complaints as a percentage of total operational time reduces each quarter until it reaches 20% which is thereafter maintained

2.1 All routine work is scheduled and schedules are met

2.2 Statistics relating to accidents, injury and the value of damage to property show a decreasing trend

2.3 Statistics especially those relating to transmittable disease, malnutrition, deaths, clinic visits and birth show continually improving trend

2.4 Degradation of Nihambwe natural resources and environment is significantly reduced, and they are rehabilitated to natural conditions and sustained at that level, as evidenced by key statistics

2.4.1 The incidence of non-compliance with environmental health requirements shows a decreasing trend

3.1 All routine work is scheduled and schedules are met

3.2.1 All legislative requirements are adhered to as evidence by monitoring

3.3.1 Services provided meet internal and external customer needs and customer satisfaction is maintained at 80% on all aspects of services, provided

4.1 The accounts of the Municipality are maintained strictly according to GAMA

4.2 Effective cash management ensures that money is always available to meet the current requirements of the Municipality

4.3 All financial reports are produced according to Approved schedule

4.4.1 The rate of increase in debt is reduced each month

4.4.2 Consumers who are able to pay are identified and the credit control system ensures that they do so

4.4.3 Equitable share claims are maximized

4.5 The requirements of the Municipal Finance Act are adhered to

5.1.1 The annual internal audit plan ensures that all critical aspects of municipal management are accounted for and audited constantly

5.2.1 Ad hoc audits do not interfere with meeting the annual internal audit plan

5.3.1 All internal audit recommendations are implemented unless refracted by the audit committee

6.1.1 A customer survey covering all services rendered by the Municipality is carried out during December annually

6.1.2 Customer satisfaction ratings of all services offered by the Municipality improve every quarter until they reach 80% where they are maintained

Core Competencies [20% weighting]*

No. Category Sub-Categories

2	Train staff	2	2	3	0.69	0.46
3	Follow up procedures on defaulters	0.23	2	2	0.69	0.46
4	Improve billing system	0.23	2	2	0.69	0.46
5	Improve service delivery	0.23	2	2	0.69	0.46
6	Investment strategy	0.23	2	2	0.69	0.46
7	Water meters	0.23	3	3	0.69	0.69
8	Prosecute electricity defaulters	0.23	1	1	0.69	0.23
9	Decentralise day counts to more accessible locations	0.23	3	3	0.69	0.69
Rev/Im	Rate agricultural properties	0.23	1	1	0.69	0.23
0.1	National Parks	0.23	1	1	0.69	0.23
2	Valuation of settlements	0.23	4	4	0.69	0.92
3	Additional traffic offence	0.23	1	1	0.69	0.23
4	External donor agencies	0.23	1	1	0.69	0.23
5						

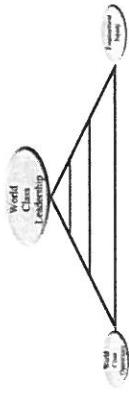
1	Core Managerial Competences	1.1 Strategic Capability	2	3	3	6 00	6 00
		1.2 Programme and Project Management	1	3	3	3	3 00
		1.3 (Financial) Management	1.5	3	3	3	4 50
		1.4 Change Management	1	3	3	3	3 00
		1.5 Knowledge Management (11)	1	3	3	3	3 00
		1.6 Service Delivery Innovation	2	3	3	3	6 00
		1.7 Problem Solving and Analytical Thinking	2	3	3	3	6 00
		1.8 People Management and Empowerment	1.5	3	3	3	4 50
		1.9 Client Orientation and Customer Focus	2	3	3	3	6 00
		1.10 Communication	1	3	3	3	3 00
		1.11 Honesty and Integrity	1.5	3	3	3	4 50
		2.1 Self Management	0.5	3	3	3	1 50
		2.2 Interpretation of and implementation within the legislative and national policy frameworks	1	3	3	3	3 00
		2.3 Knowledge of developmental local government	1	3	3	3	3 00
		2.4 Knowledge of Performance Management and Reporting	1	3	3	3	3 00
2	Core Occupational Competences	2.5 Knowledge of global and South African specific, political, social and economic contexts	1	3	3	3	3 00
		2.6 Policy Conceptualisation, Analysis and Implementation	1	3	3	3	3 00
		2.7 Knowledge of more than one functional municipal field/ discipline	0.5	3	3	3	1 50
		2.8 Mediation Skills	1	3	3	3	3 00
		2.9 Skills in Governance	0.5	3	3	3	1 50
		2.10 Competence as required by other national line sector departments	0.5	3	3	3	1 50
		2.11 Exceptional and dynamic creativity to improve the functioning of the municipality	0.5	3	3	3	1 50
		IDP Project Commitments (A descriptive title of every IDP commitment of the incumbent must be listed below)					
		39 Municipal Manager	0.29	3	3	0.87	0.87
		Training programmes, job creation and recreational programmes					

347	Municipal Manager	Kareedouw - Two streams charcoal project	Kotikamma Gateway and Associated Developments	0.28	1	1	0.87	0.29
399	Municipal Manager	Kareedouw - Two streams charcoal project	Participate in Natl. poverty reduction programme:	0.29	2	2	0.87	0.58
55	Community		Compile and approve Staff Organogram	0.29	2	2	0.87	0.58
36	Corporate		Church sites; available for sale/lease/develop	0.2	3	3	0.60	0.60
40	Corporate		Establish satellite offices	0.18	3	3	0.57	0.57
64	Corporate		Make business sites available for sale/lease	0.2	3	3	0.60	0.60
65	Corporate		Prepare a Spatial Development Framework	0.19	3	3	0.57	0.57
66	Corporate		Maintain satellite offices	0.48	3	3	1.44	1.44
414	Corporate		Facilitate and support MTC project implementation	0.2	3	3	0.60	0.60
422	Corporate		Facilitate and implement IDP Projects	0.19	4	4	0.57	0.76
423	Corporate		Promotion of gender equality and youth development	0.2	3	3	0.60	0.60
425	Corporate		Annual Report	0.2	3	3	0.60	0.40
426	Corporate		Facilitate internal audits - special investigation	0.46	3	3	1.38	1.38
429	Corporate		Finalise water service development plan	0.19	4	4	0.57	0.76
288	Technical		Formulate an Integrated Environmental Programme	0.19	1	1	0.57	0.19
13	Community		Establish school leavers support programme	0.19	1	1	0.57	0.19
84	Community		Lobby for ABET - facilities, educators	0.19	1	1	0.57	0.19
87	Community		Coldstream - Acquire funds for add. Land (housing)	0.19	1	1	0.57	0.19
90	Community		Sandrift - Purchase land for 350 houses	0.19	1	1	0.57	0.19
91	Community		Stormsriver - Establish library	0.19	3	3	0.57	0.57
92	Community		Clarkson - Establish library	0.19	3	3	0.57	0.57
93	Community		Clarkson - Establish new creche	0.19	1	1	0.57	0.19
94	Community		Clarkson - Addit. Sportsfield and abdution facility	0.19	1	1	0.57	0.19
95	Community		Kareedouw - Establish multi-purpose hall	0.19	1	1	0.57	0.19
98	Community		Kareedouw - Establish Cultural Centre	0.19	1	1	0.57	0.19
99	Community		Kareedouw - Upgrading of clinic	0.19	1	1	0.57	0.19
101	Community		Menou farms - Building of 500 houses	0.19	2	2	0.57	0.38
104	Community		Kareedouw - Building of 447 houses	0.19	3	3	0.57	0.57
22	Community		Rawma - Building of 300 houses	0.19	2	2	0.57	0.38
31	Community		Krakkei River - Building of 189 houses	0.19	2	2	0.57	0.38
32	Community		Lontuenaier - Building of 388 houses	0.19	3	3	0.57	0.57
34	Community		Coldstream - Build 269 houses	0.19	3	3	0.57	0.57
35	Community		Griekwa Rust - Development of 60 houses	0.19	2	2	0.57	0.38
37	Community		Lobby Dept. Educ. To upgrade facilities	0.19	2	2	0.57	0.38
42	Community		Encourage comm. to co-operate with Police Forum	0.19	2	2	0.57	0.38
43	Community		Kareedouw - Upgrading of various facilities	0.19	2	2	0.57	0.38
60	Community		Clarkson - Transfer houses to occupants	0.19	1	1	0.57	0.19
63	Community		Clarkson - Transfer Municipal Houses to occupants	0.18	1	1	0.57	0.19
69	Community		Kareedouw Caravan Park	0.19	2	2	0.57	0.38
70	Community		Joubertina - lobby Dept. Health to re-open Hospital	0.19	3	3	0.57	0.57
73	Community		Joubertina - Additional land for housing	0.19	1	1	0.57	0.19
74	Community		Kraaibraad - land for additional housing	0.19	1	1	0.57	0.19
75	Community		Sandrif - Transfer Salfol houses to occupants	0.19	2	2	0.57	0.38
76	Community		Sandrif - Transfer houses to occupants	0.19	2	2	0.57	0.38
77	Community		Sandrif - Transfer houses to occupants	0.19	1	1	0.57	0.19
78	Community		Sandrif - Transfer of Griekwa Rust properties	0.29	3	3	0.87	0.87
79	Community		Stormsriver - Beadwork, sewing, cloth painting	0.29	2	2	0.87	0.58
80	Community		Thornham Sewing	0.19	2	2	0.57	0.38
81	Community		Establish traffic law enforcement	0.19	2	2	0.57	0.38

45	Community	Lobby Health Auth to provide more mobile clinics	0.19	2	2	0.38
46	Community	Lobby Health Auth. to improve ambulance service	0.19	2	2	0.38
47	Community	Establish Health Care Forum	0.19	3	3	0.57
48	Community	Investigate registering local traffic police	0.19	1	1	0.19
49	Community	Municipality investigate administrative support	0.2	1	1	0.20
50	Community	Participate in the formulation of a disaster management plan	0.2	1	1	0.20
51	Community	Establish a disaster management forum	0.19	3	3	0.57
52	Community	Coldstream – Sewing and home industry	0.29	2	2	0.58
53	Community	Kwalastrand – Transfer Salfcol houses to occupants	0.19	2	2	0.57
54	Community	Investigate NMM (Metro Houses)	0.19	2	2	0.57
55	Community	Lobby for Training Human Development	0.29	2	2	0.57
56	Community	Misgund – Establish creche	0.19	1	1	0.19
57	Community	ID Housing Need	0.19	1	1	0.19
58	Community	Misgund – Build 401 houses	0.19	2	2	0.57
59	Community	Develop a bylaw for liquor outlets	0.19	3	3	0.57
106	Community	Joubertina – Crematorium – garden of Remembrance	0.19	1	1	0.19
107	Community	Stomsvlei – construct creche facility	0.19	1	1	0.19
109	Community	Woodlands – establish a clinic	0.19	1	1	0.19
110	Community	Joubertina – Upgrade Nurses Home	0.19	1	1	0.19
111	Community	Kareedouw – Maintenance of Hospital	0.19	1	1	0.19
112	Community	Kareedouw – Cemetery extension	0.19	1	1	0.19
184	Community	Kareedouw – Cemetery extension	0.19	1	1	0.19
205	Community	Lourenswale – New Cemetery	0.19	3	3	0.57
435	Community	Misgund – Library facilities	0.19	1	1	0.19
436	Community	Kraekelvlei – Library facilities	0.19	2	2	0.57
440	Community	Coldstream – Library facilities	0.19	3	3	0.57
441	Community	Stomsvlei – Creche building	0.19	1	1	0.19
442	Community	Kareedouw – Upgrade public toilets	0.19	1	1	0.19
443	Community	Joubertina – Upgrade public toilets	0.19	1	1	0.19
444	Community	Acquire 60000 water tanker	0.19	1	1	0.19
445	Community	Adequate office space for law enforcement personnel	0.2	2	2	0.40
96	Corporate	Compile and approve placement Policy	0.2	1	1	0.20
103	Corporate	Compile and approve Recruitment Policy	0.2	1	1	0.20
105	Corporate	Compile and approve Leave Policy	0.2	1	1	0.20
23	Corporate	Compile and approve Disciplinary Procedure Policy	0.2	1	1	0.20
24	Corporate	Compile and approve Grievance Procedure Policy	0.2	1	1	0.20
41	Corporate	Appoint community facilitators	0.2	1	1	0.20
44	Corporate	Centralise archive system in Kareedouw	0.2	2	2	0.40
63	Corporate	Conduct a skills audit	0.2	3	3	0.60
412	Corporate	Improve and expand archive system	0.2	2	2	0.40
413	Corporate	Develop a Skills Development Plan	0.2	1	1	0.20
415	Corporate	Facilitate and assist with the review of the IRP	0.2	1	1	0.20
416	Corporate	Develop HR systems and procedures	0.2	1	1	0.20
418	Corporate	Training programmes for Ward Committees	0.43	3	3	1.29
419	Corporate	Improve Corporate Identity	0.2	1	1	0.20
421	Corporate	Facilitate development of community strategy	0.19	2	2	0.38
427	Corporate	Develop internal rewards system	0.2	1	1	0.20

428	Corporate	[Facilitate Land Use Management	0.19	2	2	0.57	0.38
430	Corporate	Maintain council facilities	0.2	2	2	0.60	0.40
18	Finance	Investment Strategy	0.71	1	1	2.13	0.71
20	Finance	Prepare an Asset Register	0.23	3	3	0.69	0.69
83	Finance	Assistance for Fin Management and Planning	0.23	3	3	0.69	0.69
88	Finance	Kareedouw – Centralise Finance Dept	0.23	3	3	0.69	0.69
97	Finance	Indigent Policy	0.23	3	3	0.69	0.69
100	Finance	Outsource debt recovery	0.23	2	2	0.69	0.46
102	Finance	Prosecute Elekt. Service defaulters	0.23	2	2	0.69	0.46
21	Finance	Valuation of properties	0.23	2	2	0.69	0.46
22	Finance	Rate agricultural properties	0.23	2	2	0.69	0.46
25	Finance	Valuation of settlements	0.23	2	2	0.69	0.46
26	Finance	Implement Mun. Financial Management Act	0.23	2	2	0.69	0.46
29	Finance	Establish Budget Office	0.23	2	2	0.69	0.46
30	Finance	New Financial Computer System	0.23	3	3	0.69	0.69
82	Technical	Misandu – Sewerage Treatment Works	0.18	3	3	0.57	0.57
2	Technical	Kareedouw – Upgrade bulk water supply	0.19	3	3	0.57	0.57
4	Technical	Coldstream – Solid waste disposal site.	0.19	3	3	0.57	0.57
11	Technical	Ferstermeir – Bulk Water Supply Assessment	0.19	3	3	0.57	0.57
12	Technical	Comprehensive Water Audit	0.19	3	3	0.57	0.57
15	Technical	Krakeel River – Electricity 447 houses	0.19	3	3	0.57	0.57
17	Technical	Krakeel River – Sewerage Treatment Works	0.19	3	3	0.57	0.57
19	Technical	Mfengu Farms – Housing Project Bulk Water Supply	0.19	3	3	0.57	0.57
89	Technical	Coldstream – Electrification of new housing	0.19	2	2	0.57	0.38
115	Technical	Kareedouw – Maintain toilets Daily: Ohnyylethu	0.19	1	1	0.57	0.19
116	Technical	Krakeel River – Maintain toilets	0.19	1	1	0.57	0.19
117	Technical	Joubertina – Maintain toilets	0.19	1	1	0.57	0.19
372	Technical	Woodlands – Transfer sewerage, water and up to KM	0.19	2	2	0.57	0.38
Assignments							
(A descriptive title of every Assignment of the incumbent must be listed below)							
61		Investigate and required for Educ. facilities	0.19	1	1	0.57	0.19
261		[Tourism – Formulate, Tourism Development Plan	0.29	2	2	0.87	0.58
28		Compile and approve Performance Management Policy	0.2	1	1	0.60	0.20
33		Compile and approve Delegation of Powers and Standing Orders	0.43	3	3	1.29	0.43
38		Prepare and approve Procurement Policy	0.43	1	1	1.29	0.43
67		Institutional Programme	0.43	1	1	1.29	0.43
411		Coordinate Int – ext. programmes in cooperation with govt	0.43	1	1	1.29	0.43
420		Issues.	0.29	1	1	0.87	0.29
317		Facilitate disabled peoples programmes	0.43	1	1	1.29	0.43
424		Establish and maintain ward development forums	0.19	2	2	0.57	0.38
10		Lobby for additional funds for existing projects	0.19	2	2	0.57	0.38
Total							
TOTAL PERFORMANCE SCORE (Actual as % of Standard)							
296.48							
80.56							

HOWARD COOK ASSOCIATES.
 PERFORMANCE SCORECARD CALCULATIONS
 MUNICIPALITY: Koukamma
 DESIGNATION TITLE: Chief Financial Officer
 DATE: 2008/02/28 PERIOD: 1 July 2006 - 30 June 2007
 INCUMBENT: Mr B Sass Mr C Oudshoorn (Acting)



INSTRUCTIONS:

1. The performance contract should be available for every position to be rated.
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standard is 3.
6. The standard score is weight X actual rating.
7. The actual score is weight X actual rating.

	1	2	3	4	5	6
KPI, CPI, CMC, Budget Vote, IDP & Assignments	Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 3	Standard Rating 3	Performance Score 1X2
	Team Leader	Team Member				

Key Performance Indicators [80% weighting]*

No.	Key Performance Area	Most Important Elements to Measure	Key Performance Indicator
1.	Municipal Transformation and Organisational Development	15	0.00

1.1. Performance Management System (PMS) aligned to the IDP for the Finance Department, developed and implemented.	0.75	2	1	3	2.25	1.50
1.2. An organisational structure for the Finance Department aligned to the IDP established and operationalised.	0.75	3	3	3	2.25	2.25
1.3. Effective administrative and institutional systems, structures and procedures appropriate to the Finance Department, including: human resources, financial policies, bylaws and communication systems established and implemented.	0.75	2	2	3	2.25	1.50
1.4. Integrated human resources management systems operationalised within the Finance Department	0.75	2	2	3	2.25	1.50
1.5. Customer service systems for the Finance Department developed and implemented	0.75	2	3	3	2.25	1.50

2.	Infrastructure Development and Basic Service Delivery	10	0.00	0.00
2.1	Investment Model implemented for development priorities in the IDP. (In the said model there should be a dynamic relationship between population growth projections, service delivery backlogs, revenue generation capacity and institutional capacity)	0.48	1	1
2.2.	10% Reduction in reticulation losses for water and electricity (Rand-value)	0.48	2	2
2.3.	% Reduction in number of complaints from residents	0.48	1	1
2.4.	25% Improvement in response time and resolution of complaints	0.48	1	1
2.5.	10% Increase in payment of municipal services	0.48	3	3
2.6.	Asset register for all infrastructure and municipal property rehabilitated periodically and maintained	0.48	3	3
3.	Municipal Financial Viability and Management	55	0.00	0.00
3.1.	Sound financial management practices implemented in terms of the MFMA priorities and time frames including but not limited to:			
3.1.1.	Budget aligned to development and service delivery targets that municipalities are accountable for as set out in the adopted IDPs	0.74	2	2
3.1.2.	Budget and Treasury office established	0.74	2	3
3.1.3.	Budget and revenue management is effective	0.74	2	2
3.2.	Financial reporting and auditing is performed	0.74	3	3
3.3.	Institutional capacity for municipality to spend is created	0.74	2	2
3.4.	Financial management policies and bylaws developed, including but not limited to supply chain management, credit control, tariff and investment policies.	0.74	3	3
3.5.	Integrated financial management systems introduced and operationalised	0.74	3	3
3.6.	Municipal financial viability targets set and achieved which will ensure that:			
3.6.1.	Growth in service debtors is reduced	0.74	2	2
3.6.2.	Consumer debt exceeding 90 days is recovered	0.74	2	2
3.6.3.	% Reduction in grants dependency rate	0.74	1	1
3.6.4.	Turnaround time for creditor payment improved	0.74	2	2
3.6.5.	Personnel cost over the total operational budget is in line with regulatory framework	0.74	2	3

3.7 Provision for bad debt made	0.74	2	1	3	2.22	1.48
3.8 Financial legislation implemented, and complied with, including the Property Rates Act and the Division of Revenue Act	0.74	3	3	3	2.22	2.22
					0.00	0.00
4. Good Governance and Public Participation	20				0.00	0.00
4.1 Procedures for community participation processes as set out in legislation adhered to in terms of:					0.00	0.00
4.1.1 Planning	0.74	3	3	3	2.22	2.22
4.1.2 Budgeting	0.74	3	3	3	2.22	2.22
4.1.3 Implementation	0.74	2	3	3	2.22	1.48
4.1.4 Regular communication with communities on the achievement of targets set out in IDPs is carried out	0.74	2	2	3	2.22	1.48
4.1.5 Relationship with organised business, labour and civil society built through transparency and accountability	0.74	2	3	3	2.22	1.48
4.2 An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:					0.00	0.00
4.2.1 Prevention	0.74	1	2	3	2.22	0.74
4.2.2 Detection	0.74	1	2	3	2.22	0.74
4.2.3 Awareness/communication	0.74	1	2	3	2.22	0.74
4.3 Mechanisms to ensure disclosure of financial interest in place	0.74	2	1	3	2.22	1.48
4.4 An effective communication strategy to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation, developed and implemented	0.74	2	3	3	2.22	1.48
4.5 Unqualified audit report achieved and maintained	0.74	1	1	3	2.22	0.74
4.6 Community satisfaction survey, conducted	0.74	1	1	3	2.22	0.74
Municipal IDP Objectives						
1 Municipal Financial Viability and Management						
4.1 Strategies for Improving Revenue Collection are implemented	0.74	3	3	3	2.22	2.22
4.2 Strategies for extending the Revenue Base are implemented	0.74	2	2	3	2.22	1.48
4.3 IDP and Budget process are integrated and done simultaneously in order to meet service delivery targets	0.74	2	2	3	2.22	1.48
4.4 Alignment of budget to service delivery targets as set out in the IDP improves by 30% by June 2007	0.74	1	1	3	2.22	0.74

Budget and treasury Office	4.5 Budget and Treasury Office established by June 2007	0.74	2	3	3	2.22	1.48
Budget and revenue management	4.6 Budget and revenue management effectiveness improves by 20% by June 2007 through the implementation of proper management systems	0.74	1	2	3	2.22	0.74
Financial auditing and reporting	4.7 Issues mentioned in the qualified audit report reduce by 50% by June 2007	0.74	1	3	3	2.22	0.74
Capacity to spend	4.8 Adjustment budget is approved by council	0.74	3	3	3	2.22	2.22
	4.9 The number of budget votes over and under spent reduces by 50% by June 2007	0.74	1	2	3	2.22	0.74
Integrated Financial Management Systems	4.10 An integrated Financial Management System is implemented and fully operational by June 2007	0.74	2	2	3	2.22	1.48
Service Debtors	4.11 Growth in service debtors is reduced by 25% by June 2007	0.74	1	2	3	2.22	0.74
Consumer debt	4.12 Recovery date for consumer debt does not exceed 90 days by June 2007	0.74	1	2	3	2.22	0.74
Grant dependency rate	4.13 Grant dependency rate is reduced by 10% by June 2007	0.74	1	1	3	2.22	0.74
Creditor Payment	4.14 Creditor payment period is reduced to 90 days by June 2007	0.74	1	2	3	2.22	0.74
% Personnel Cost	4.15 The Personnel cost % of operational budget is reduced to meet legislative requirements by June 2007	0.74	2	2	3	2.22	1.48
Bad debt	4.16 Provision of at least 10% of bad debt is made in the new financial year budget	0.74	1	1	3	2.22	0.74

Strategies

Municipal Financial Viability and Management

Rev.Coll 1	Centralise finance department	0.74	3	2	3	2.22	2.22
2	Train staff	0.74	2	2	3	2.22	1.48
3	Follow-up procedures on defaulters	0.74	2	2	3	2.22	1.48
4	Improve billing system	0.74	2	3	3	2.22	1.48
5	Improve service delivery	0.74	2	3	3	2.22	1.48
6	Investment strategy	0.74	1	1	3	2.22	0.74
7	Water meters	0.74	2	2	3	2.22	1.48
8	Prosecute electricity defaulters	0.74	1	2	3	2.22	0.74
9	Decentralise pay points to more accessible locations	0.74	3	3	3	2.22	2.22
Rev.Imp1	Rate agricultural properties	0.74	1	1	3	2.22	0.74
2	National Parks	0.74	1	1	3	2.22	1.48
3	Valuation of settlements	0.74	2	2	3	2.22	1.48
5	External donor agencies	0.74	2	3	3	2.22	1.48

Doing

Critical Performance Indicators

No.	Category	Sub-Categories	CPI's
1	Finance	1.1. Financial Acc.	2.71
		1.1.1. All required reports / statements and documents are reported / submitted by set deadlines	2
		1.1.2. All required reports / statements and documents are submitted in required format	2

		1.1.3 Identified projects have commenced for the year under review	2.71	2	2	3	8.13	5.42
	1.2 Revenue	1.2.1 Revenue recovery rate is 80% or higher of accruals on a monthly basis	2.71	2	2	3	8.13	5.42
		1.2.2 Consumer complaints are less than 5% of total accounts rendered.	2.71	2	3	3	8.13	5.42
	1.3 Expenditure	1.3.1 All creditors are paid within 90 days of invoice date.	2.71	2	2	3	8.13	5.42
		1.3.2 All staff salaries and deductions are paid before the end of each month	2.71	2	3	3	8.13	5.42
		1.3.3 A balanced trial balance of expenditure and reconciled controls are finalized by the 7 th day of the consecutive month	2.71	2	3	3	8.13	5.42

Core Competencies [20% weighting]*

No.	Category	Sub-Categories	CPI's					
1.	Core Managerial Competencies	1.1 Strategic Capability	2	3	3	6.00	6.00	
		1.2 Programme and Project Management	2	3	3	6.00	6.00	
		1.3 Financial Management	1.5	4	3	4.50	6.00	
		1.4 Change Management	1	3	3	3.00	3.00	
		1.5 Knowledge Management (IT)	1	4	3	3.00	4.00	
		1.6 Service Delivery Innovation	2	3	3	6.00	6.00	
		1.7 Problem Solving and Analytical Thinking	1	4	3	3.00	4.00	
		1.8 People Management and empowerment	1.5	3	3	4.50	4.50	
		1.9 Client Orientation and Customer Focus	2	3	3	6.00	6.00	
		1.10 Communication	1	3	3	3.00	3.00	
		1.11 Honesty and Integrity	1.5	3	3	4.50	4.50	
		2.1 Self Management	0.5	4	3	1.50	2.00	
2	Core Occupational Competencies	2.2 Interpretation of and implementation within the legislative and national policy frameworks	1	4	3	3.00	4.00	

2.3 Knowledge of developmental local government	1	3	3	3.00	3.00
2.4 Knowledge of Performance Management and Reporting	1	3	3	3.00	3.00
2.5 Knowledge of global and South African specific political, social and economic contexts	1	3	3	3.00	3.00
2.6 Policy Conceptualisation	1	3	3	3.00	3.00
Analysis and Implementation					
2.7 Knowledge of more than one functional municipal field/discipline	0.5	3	3	1.50	1.50
2.8 Mediation Skills	1	3	3	3.00	3.00
2.9 Skills in Governance	0.5	3	3	1.50	1.50
2.10 Competence as required by other national line sector departments	0.5	2	3	1.50	1.00
2.11 Exceptional and dynamic creativity to improve the functioning of the municipality	0.5	3	3	1.50	1.50

Budget Votes (Number and specified purpose of each budget allocation must be listed below)

Manager Financial Services	647,110.00	2.71	2	2	3	8.13	5.42
IT Services	456,027.00	2.71	2	3	3	8.13	5.42
Expenditure	454,420.00	2.71	2	3	3	8.13	5.42
Income	968,547.00	2.71	2	2	3	8.13	5.42
Rates	1,819,009.00	2.71	2	2	3	8.13	5.42
Total Operational	4,345,113.00	2.71	2	2	3	8.13	5.42
Total Capital	0	2.71	2	3	3	8.13	5.42

IDP Project Commitments

18	Finance	Investment Strategy	0.74	1	1	3	2.22	0.74
20	Finance	Prepare an Asset Register	0.74	3	3	3	2.22	2.22
83	Finance	Assistance for Financial Management and Planning	0.74	3	3	3	2.22	2.22

88	Finance		Kareedouw – Centralise Finance Dept	0.74	3	3	2.22	2.22
97	Finance	Indigent Policy		0.74	3	3	2.22	2.22
100	Finance		Outsource debt recovery	0.74	2	3	2.22	1.48
102	Finance		Prosecute Elect. Service defaulters	0.74	2	2	3	2.22
21	Finance	Valuation of properties		0.74	2	2	3	2.22
22	Finance		Rate agricultural properties	0.74	2	2	3	2.22
25	Finance	Valuation of settlements		0.74	2	2	3	2.22
26	Finance		Implement Mun. Financial Management Act	0.74	2	2	3	2.22
29	Finance		Establish Budget Office	0.74	2	3	3	2.22
30	Finance	New Financial Computer System		0.74	3	3	3	2.22
434	Finance	Implementation and operation of new fin. pc system		0.74	3	3	3	2.22
							0.00	0.00
							370.02	273.49
							73.91	

Assignments

(A descriptive title of every Assignment of the incumbent must be listed below)

Total

TOTAL PERFORMANCE SCORE (Actual as % of Standard)

HOWARD COOK ASSOCIATES.

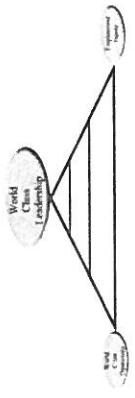
PERFORMANCE SCORECARD CALCULATIONS

MUNICIPALITY: Koukamma

DESIGNATION TITLE: Manager Community Services

DATE: 2008/02/28 PERIOD: 1 July 2006 - 30 June 2007

INCUMBENT: Mr Jeffrey Ruiliers



INSTRUCTIONS:

1. The performance contract should be available for every position to be rated.
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standard is 3.
6. The standard score is weight X standard rating.
7. The actual score is weight X actual rating.

KPI, CPI, CMC, Budget Vote, IDP & Assignments	Weight	Performance Rating		Standard Rating	Standard Score 1X4	Performance Score 1X2
		1	2			
		Team Leader	Team Member			

Key Performance Indicators [80% weighting]*

Key Performance Indicator

No.	Key Performance Area	Most Important Elements to Measure	
1.	Municipal Transformation and Organisational Development	1.3	0.00

1.1. Performance Management System (PMS) aligned to the IDP for Community Services Department, developed and implemented.	0.46	2	2	3	1.38	0.92
1.2. An organisational structure for the Community Services Department aligned to the IDP established and operationalised.	0.46	3	3	3	1.38	1.38
1.3. Effective administrative and institutional systems, structures and procedures appropriate to the Community Services Department, including: human resources, financial policies, bylaws and communication systems established and implemented	0.46	2	2	3	1.38	0.92
1.4 Integrated human resources management systems operationalised within the Community Services Department	0.46	2	2	3	1.38	0.92
1.5 Customer service systems for the Community Services Department developed and implemented	0.46	2	2	3	1.38	0.92

2.	Infrastructure Development and Basic Service Delivery	40						
	2.1. Contribution to development of Infrastructure Development and Investment Model with regard to population growth projections, service delivery backlogs.	0.35	2	2	3	1.05	0.70	
	2.2 % Reduction in number of complaints from residents	0.35	2	2	3	1.05	0.70	
	2.3 25% Improvement in response time and resolution of complaints	0.35	2	3	3	1.05	0.70	
	2.4 The provision of basic municipal services to the satisfaction of residents (That is, clear delivery programmes and projects and enabling authority, to progressively achieve national service delivery targets in terms of):							
	2.4.1 Housing	0.35	1	1	3	1.05	0.35	
	2.4.2 Cemeteries	0.35	1	3	3	1.05	0.35	
	2.4.3 Sport and Recreation	0.35	2	3	3	1.05	0.70	
	2.4.4 Protection Services	0.35	3	3	3	1.05	1.05	
	2.4.5 Disaster Management	0.35	3	3	3	1.05	1.05	
	2.4.6 Libraries	0.35	3	2	3	1.05	0.5	
	2.5 Sustainable human settlement development facilitated through engagement with sector departments in line with the IDP and through GR Structures:							
	2.5.1 IDP Integrates sector plans including Housing, Health, Social Development, Home affairs, DMEA, DWAF, DTI, DEAT, Education, Land affairs.	0.35	1	1	3	1.05	0.35	
	2.5.2 Spatial Development Framework in IDP includes spatial reconstruction policies, environmental, social and demographic trends, land use policies and representation of sustainable human settlement vision.	0.35	2	2	3	1.05	0.70	
3.	Local Economic Development (LED)	20						
4.	Municipal Financial Viability and Management	0.67	1	2	3	2.01	0.67	
		15						
		0.00						
		0.00						
		0.00						

4.1 Sound financial management practices implemented in terms of the MFMA priorities and time frames including but not limited to:							0.00
4.1.1. Budget aligned to development and service delivery targets that the Community Services Department is accountable for as set out in the adopted IDP	0.6	2	3	3	1.80	1.20	
4.1.2 Community Services Department Budget and revenue management is effective	0.6	2	2	3	1.80	1.20	
4.1.3. Integrated financial management systems operationalised within the Community Services Department	0.6	1	1	3	1.80	0.60	
4.2 Municipal financial viability targets set and achieved which will ensure that:					0.00	0.00	
4.2.1 % Personnel cost over the total operational budget is in line with regulatory framework	0.6	1	2	3	1.80	0.60	
5. Good Governance and Public Participation	12				0.00	0.00	
5.1 Procedures for community participation processes as set out in legislation adhered to in terms of:					0.00	0.00	
5.1.1 Planning	0.38	2	2	3	1.14	0.76	
5.1.2 Budgeting	0.38	2	3	3	1.14	0.76	
5.1.3 Implementation	0.38	2	2	3	1.14	0.76	
5.1.4 Monitoring and reporting	0.38	2	2	3	1.14	0.76	
5.1.5 Regular communication with communities on the achievement of targets set out in IDPs is carried out	0.38	2	3	3	1.14	0.76	
5.1.5 Relationship with organised business, labour and civil society built through transparency and accountability	0.38	2	2	3	1.14	0.76	
5.2 An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:					0.00	0.00	
5.2.1 Prevention	0.38	1	1	3	1.14	0.38	
5.2.2 Detection	0.38	1	1	3	1.14	0.38	
5.2.3 Awareness/communication	0.38	1	1	3	1.14	0.38	

		5.3 An effective communication strategy appropriate for the Community Services Department to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation, implemented	0.38	1	2	3	1.14	0.38
		5.4 No qualifications in the Audit Report are attributable to the performance of the Community Services Department	0.38	2	2	3	1.14	0.76
Municipal IDP Objectives								
2 Infrastructure Development and Basic Service Delivery		1.1 All development nodes and towns have access to sport and recreation facilities within 5 years	0.35	2	2	3	1.05	0.70
		1.2 Every learner has access to quality education, close to place of residence as evidenced by:						
		a) A reduction in the % disposable income spent on education (transport)	0.35	2	2	3	1.05	0.70
		b) An increase in the provision of education facilities each year						
		1.3 Every household has access to primary health care facilities within 5 years	0.35	3	3	3	1.05	1.05
		1.4 Crime levels are reduced by 5% annually	0.35	2	3	3	1.05	0.70
		1.5 The municipality is self-sufficient in providing an effective fire-fighting service as evidenced by reduced response times.	0.35	3	3	3	1.05	1.05
3 Local Economic Development (LED)	Sustainable Human Settlement development	2.1 Regular sessions and correspondence through IGR Structure are in place by June 2007 with specific attention to Misgund and Joubertina	0.67	2	2	3	2.01	1.34
Strategies								
Infrastructure Development and Basic Service Delivery								
1.4		Provision of new housing	0.35	2	2	3	1.05	0.70
1.7		Facilitate and improve community services and facilities	0.35	3	3	3	1.05	1.05
1.9		Transfer existing houses	0.35	2	2	3	1.05	0.70
Priority		Promote sport, arts, cultural and heritage activities	0.35	2	3	3	1.05	0.70
4.1		Provide/upgrade sports facilities	0.35	1	1	3	1.05	0.35
4.2		Identify suitable land for education	0.35	1	2	3	1.05	0.35
Priority		Engage the Department of Education to construct schools, crèches etc.	0.35	3	3	3	1.05	1.05
5.1		Formulate a Koukamma bursary system	0.35	3	2	3	1.05	1.05
5.2		Facilitate and encourage education including adult basic education	0.35	2	2	3	1.05	0.70
5.3		Undertake an HIV/Aids awareness programme	0.35	1	1	3	1.05	0.35
5.5		Undertake effective environmental health practices	0.35	2	2	3	1.05	0.70
Priority		Facilitate the enhancement of the health care system	0.35	2	2	3	1.05	0.70
6.1								
6.2								
6.3								

Priority	Participate in initiatives to combat crime	Promote justice and human rights	Undertake effective fire prevention/protection services	Prepare a disaster management plan	Undertake traffic law enforcement	Facilitate safe environments
7.1	0.35	2	3	3	3	1.05
7.2	0.35	2	2	3	3	0.70
7.3	0.35	3	3	3	3	1.05
7.4	0.35	1	1	3	3	0.35
7.5	0.35	3	3	3	3	1.05
7.6	0.35	3	3	3	3	1.05

Critical Performance Indicators

Sub-Categories	CPI's	CPI's	CPI's	CPI's	CPI's
1.1 Library services	1.1.1 All libraries are accessible to communities 5 days a week	2.46	2	2	3
1.2 Environmental management and Recreation	1.2.1 Recreational buildings are maintained in a constantly ready to use condition	2.46	2	3	3
	1.2.2 Play park equipment is maintained in a condition suitable for constant use	2.46	1	1	3
	1.2.3 Grass at all facilities is kept cut and clean as per schedule	2.46	3	3	3
	1.2.4 Sports fields are managed by committees/forums on behalf of council according to service level agreements	2.46	2	2	3
1.3 Fire Service	1.3.1 Fire fighting teams are trained to be in a state of constant preparedness	2.46	3	3	3
	1.3.2 46ha of firebreaks are maintained	2.46	3	3	3
1.4 Housing	1.4.1 Reconciliations of housing projects are submitted to DHLG before the 10th of each month	2.46	2	3	3
	1.4.2 There is no outstanding debt to suppliers and contractors	2.46	2	3	3
	1.8.3 Land for housing is identified through the SDF Process	2.46	3	3	3
1.5 Cemeteries	1.5.1 Twelve cemeteries are maintained in a neat and presentable condition as per schedule	2.46	2	3	3

Core Competencies [20% weighting]*

No.	Category	Sub-Categories	CPI's
1.	Core Managerial Competencies	1.1 Strategic Capability	2 3 6.00 6.00
		1.2 Programme and Project Management	2 3 6.00 6.00
		1.3 Financial Management	1 3 3.00 3.00
		1.4 Change Management	1 3 3.00 3.00
		1.5 Knowledge Management (IT)	1 3 3.00 3.00
		1.6 Service Delivery Innovation	2 2 3 6.00 4.00

1.7 Problem Solving and Analytical Thinking	2	2	3	3	3	6.00
1.8 People Management and empowerment	2	3	4	3	6.00	6.00
1.9 Client Orientation and Customer Focus	2	3	3	3	3	6.00
1.10 Communication	1	3	3	3	3	3.00
1.11 Honesty and Integrity	1.5	4	5	3	4.50	6.00
2.1 Self Management	0.5	2	3	3	1.50	1.00
Core Occupational Competencies						
2.2 Interpretation of and implementation within the legislative and national policy frameworks	1	2	3	3	3.00	2.00
2.3 Knowledge of developmental local government	1	3	3	3	3.00	3.00
2.4 Knowledge of Performance Management and Reporting	1	3	3	3	3.00	3.00
2.5 Knowledge of global and South African specific political, social and economic contexts	1	3	3	3	3.00	3.00
2.6 Policy Conceptualisation	1	3	3	3	3.00	3.00
Analysis and Implementation						
2.7 Knowledge of more than one functional municipal field/discipline	0.5	3	4	3	1.50	1.50
2.8 Mediation Skills	1	2	3	3	3.00	2.00
2.9 Skills in Governance	0.5	3	3	3	1.50	1.50
2.10 Competence as required by other national line sector departments	0.5	2	3	3	1.50	1.00
2.11 Exceptional and dynamic creativity to improve the functioning of the municipality	0.5	2	3	3	1.50	1.00

Budget Votes

(Number and specified purpose of each budget allocation must be listed below)

Manager Community Services	775,319	2.46	3	3	7.38
Protection Services	4,762,017	2.46	2	2	4.92
Disaster Management	7,350	2.46	1	1	2.46
Housing Administration	412,385	2.46	2	3	4.92
Library Services	362,143	2.46	2	3	4.92
Recreational Facilities	439,925	2.46	3	3	7.38
Cemeteries	113,417	2.46	3	3	7.38
Community Facilitators	299,640	2.46	3	3	7.38
Total Operating	7,172,196	2.46	2	3	4.92
Total Capital	300,000	2.46	1	3	7.38
					2.46

IPD Project Commitments

(A descriptive title of every IPD commitment of the incumbent must be listed below)

110	Community		Woodlands – establish a clinic	0.35	1	1	3	3
111	Community		Joubertina – Upgrade Nurses Home	0.35	1	1	3	1.05
435	Community		Misgund – Library facilities	0.35	1	1	3	0.35
436	Community		Krakeerivier – Library facilities	0.35	2	2	3	0.70
442	Community		Kareedouw – Upgrade public toilets	0.35	1	1	3	0.35
443	Community		Joubertina – Upgrade public toilets	0.35	1	1	3	0.35
445	Community		Adequate office space for law enforcement personnel	0.46	2	2	3	0.92
Assignments								
(A descriptive title of every Assignment of the incumbent must be listed below)								
13			Formulate an Integrated Environmental Programme	0.35	2	2	3	1.05
84			Establish school leavers support programme	0.35	1	1	3	0.35
87			Lobby for ABET – facilities, educators	0.35	1	2	3	0.35
90			Coldstream – Acquire funds for add. Land (housing)	0.35	1	2	3	0.35
42			Lobby Dept Educ. To upgrade facilities	0.35	2	3	3	0.70
68			Clarkson – Transfer houses to occupants	0.35	1	1	3	0.35
69			Clarkson – Transfer Municipal Houses to occupants	0.35	1	1	3	0.35
73			Joubertina – lobby Dept Health to re-open Hospital	0.35	3	3	3	1.05
74			Joubertina – Additional land for housing	0.35	1	2	3	0.35
75			Kwaalbrand – land for additional housing	0.35	1	2	3	0.35
76			Sanddrif – Transfer Saftol houses to occupants	0.35	2	2	3	0.70
77			Sanddrif – Transfer houses to occupants	0.35	2	2	3	0.70
78			Sanddrif – Transfer of Griekwa Rust properties	0.35	1	1	3	0.35
81			Establish traffic law enforcement	0.35	1	3	3	1.05
45			Lobby Health Auth to provide more mobile clinics	0.35	2	3	3	0.70
46			Lobby Health Auth. to improve ambulance service	0.35	3	3	3	1.05
47			Establish Health Care Forum	0.35	2	2	3	0.70
48			Investigate registering local traffic police	0.35	1	3	3	0.35
49			Municipality investigate administrative support	0.46	1	3	3	0.46
50			Participate in the formulation of a disaster management plan	0.35	2	2	3	0.70
51			Establish a disaster management forum	0.35	3	3	3	1.05
53			Kwaalbrand – Transfer Saftol houses to occupants	0.35	2	2	3	0.70
54			Investigate NMM (Metro Houses)	0.35	1	1	3	0.35
56			Lobby for Training Human Development	0.67	2	2	3	1.34
58			ID Housing Need	0.35	3	3	3	1.05
			Facilitate development of community strategy	0.67	2	2	3	2.01

Assignments

(A descriptive title of every Assignment of the incumbent must be listed below)

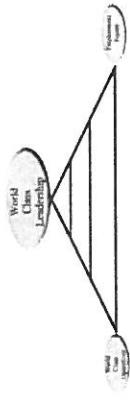
13	84	87	90	42	68	69	73	74	75	76	77	78	81	45	46	47	48	49	50	51	53	54	56	58	471
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Total

TOTAL PERFORMANCE SCORE (Actual as % of Standard)

HOWARD COOK ASSOCIATES
PERFORMANCE SCORECARD CALCULATIONS

MUNICIPALITY: Koukamma
 DESIGNATION/TITLE: Manager Corporate Support Services
 DATE: 2008/02/28 PERIOD: 1 July 2006 - 30 June 2007
 INCUMBENT: Mrs Riette Herselman



INSTRUCTIONS:

1. The performance contract should be available for every position to be rated.
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standard is 3.
6. The standard score is weight X standard rating.
7. The actual score is weight X actual rating.

	KPI, CPI, CMC, Budget Vote, IDP & Assignments	Weight	Performance Rating		Standard Rating 1 to 5	Standard Score 1X4	Performance Score 1X2
			1	2			
			Team Leader	Team Member			

Key Performance Indicators [80% weighting]*

Key Performance Indicator

No.	Key Performance Area	Most Important Elements to Measure
1.	Municipal Transformation and Organisational Development	

1.1 Performance Management System (PMS) aligned to the IDP for Corporate Support Services Department , developed and implemented.	0.96	2	4	3	2.88	1.92
1.2 An organisational structure for the Corporate Support Services Department aligned to the IDP established and operationalised.	0.96	3	5	3	2.88	2.88
1.3 Effective administrative and institutional systems, structures and procedure appropriate to the Corporate Support Services Department, including: human resources, financial policies, bylaws and communication systems established and implemented	0.96	2	4	3	2.88	1.92
1.4 Integrated human resources management systems introduced and operationalised	0.96	2	4	3	2.88	1.92
1.5 Customer service systems implemented	0.96	2	3	3	2.88	1.92

2.	Infrastructure Development and Basic Service Delivery	10			0.00	0.00		
	2.1. Contribution to development of Infrastructure Development and Investment Model with regard to institutional capacity.	0.43	2	3	3	1.29	0.86	
	2.3 % Reduction in number of complaints from residents	0.43	2	3	3	1.29	0.86	
	2.4 25% Improvement in response time and resolution of complaints	0.43	1	4	3	1.29	0.43	
3	Municipal Financial Viability and Management	15			0.00	0.00		
	3.1 Sound financial management practices implemented in terms of the MFMA priorities and time frames including but not limited to:				0.00	0.00		
	3.1.1 Budget aligned to development and service delivery targets that the Corporate Support Services Department is accountable for as set out in the adopted IDP	0.63	3	4	3	1.89	1.89	
	3.1.2 Corporate Support Services Department Budget and revenue management is effective	0.63	2	5	3	1.89	1.26	
	3.1.3. Integrated financial management systems operationalised within the Corporate Support Services Department	0.63	2	4	3	1.89	1.26	
	3.2 Municipal financial viability targets set and achieved which will ensure that:				0.00	0.00		
	3.2.1 % Personnel cost over the total operational budget is in line with regulatory framework	0.63	1	5	3	1.89	0.63	
4	Good Governance and Public Participation	30			0.00	0.00		
	4.1 Procedures for community participation processes as set out in legislation adhered to in terms of:				0.00	0.00		
	4.1.1 Planning	0.79	1	5	3	2.37	0.79	
	4.1.2 Budgeting	0.79	3	5	3	2.37	2.37	
	4.1.3 Implementation	0.79	2	5	3	2.37	1.58	
	4.1.4 Monitoring and reporting	0.79	2	3	3	2.37	1.58	
	4.1.5 Regular communication with communities on the achievement of targets set out in IDPs is carried out	0.79	1	3	3	2.37	0.79	
	4.1.6 Functioning of ward committees directly supported where applicable	0.79	3	4	3	2.37	2.37	

4.1.7 Capacity building of community-based organisations to enhance effective participation facilitated	0.79	1	2	3	2.37	0.79	
4.1.8 Relationship with organised business, labour and civil society built through transparency and accountability	0.79	1	2	3	2.37	0.79	
4.2 An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:				0.00	0.00		
4.2.1 Prevention	0.79	1	1	3	2.37	0.79	
4.2.2 Detection	0.79	1	2	3	2.37	0.79	
4.2.3 Awareness/communication	0.79	1	1	3	2.37	0.79	
4.3 An effective communication strategy appropriate for the Corporate Support Services Department to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation, implemented	0.79	2	3	3	2.37	1.58	
4.4 No qualifications in the Audit Report are attributable to the performance of the Corporate Support Services Department	0.79	1	2	3	2.37	0.79	
4.5 Community satisfaction survey, conducted	0.79	1	4	3	2.37	0.79	
Municipal IDP Objectives							
1 Municipal Transformation and Organisational Development	Organisation Structure	1.1 Integrated organisation structure aligned to IDP for whole institution by Dec 2006	0.96	3	5	3	2.88
	Administrative systems, structures and procedures	1.2 Current systems, structures and procedures improve to 65% effective	0.96	2	3	3	2.88
Integrated HR Management		1.3 Systems are established for every department	0.96	3	3	3	2.88
Customer Service		1.4 An integrated system is established and improves to 65% effective	0.96	2	3	3	2.88
2 Good Governance and Public Participation	Ward Committee support	1.5 Improved customer service systems are implemented and customer satisfaction improves to 50%	0.96	2	2	3	2.88
	Community Survey	2.1 Ward committee meetings are held every quarter	0.79	3	4	3	2.37
		2.2 An annual Community Survey is conducted	0.79	1	1	3	2.37
Strategies							
		Municipal Transformation and Organisational Development					
Priority 3.1		Adhere to national policy and guidelines regarding employment and staff structure	0.96	2	4	3	2.88
3.2		Establish a corporate image	1.75	3	4	3	5.25
Doing		Critical Performance Indicators					

No.	Category	Sub-Categories	CPI's
1	Human Resources	1.1 Recruitment and Selection	1.1.2 80% of vacancies are filled within 8 weeks of the vacancy falling due 1.1.3 100% of all critical positions for which the budget makes provision are appointed
	1.2 Development and Training	1.2.3 80% of training is conducted in accordance with the SDP/WSP	2.81 2 3 3 8.43 5.62
	1.4. Labour Relations Services	1.4.4 80% of request for disciplinary proceedings are organised within 10 working days of the matter being reported	2.81 1 1 3 8.43 2.81
2	Administration	2.1 Council Support	2.1.3. 80% of Agendas are distributed to Councillors 2 working days prior to their meeting 2.1.4 Information is provided to Councillors within 5 working days of the request being made 80 % of the time 2.1.5 Support is given to the Mayor in carrying out his/her duties within Council policy within 5 working days of the request being made 80 % of the time 2.1.6 70% of Council Resolutions are implemented
	2.2. Document Management	2.1.7 50% of council facilities' maintenance needs are attended to	2.81 2 4 3 8.43 5.62
	2.3 Legal	2.1.8 All ward committee members are trained 2.2.1. All routine work is dealt with within 5 working days of receipt 2.3.1 Legal advice is given within 10 working days of the request being made	2.81 3 4 3 8.43 5.62
3	Customer Satisfaction	3.1 Customer satisfaction is maintained at 70% on all aspects of services provided	2.81 2 4 3 8.43 5.62
Core Competencies [20% weighting]*			
No.	Category	Sub-Categories	CPI's
1.	Core Managerial Competencies	1.1 Strategic Capability	2 3 4 3 6.00 6.00
		1.2 Programme and Project Management	1 3 3 3 3.00 3.00
		1.3 Financial Management	1 2 4 3 3.00 2.00
		1.4 Change Management	2 3 4 3 6.00 6.00
		1.5 Knowledge Management (IT)	1 4 4 3 3.00 4.00
		1.6 Service Delivery Innovation	2 2 4 3 6.00 4.00
		1.7 Problem Solving and Analytical Thinking	1.5 3 4 3 4.50 4.50
		1.8 People Management and empowerment	2 3 4 3 6.00 6.00

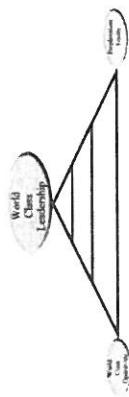
2	Core Occupational Competencies	1.9 Client Orientation and Customer Focus	1.5	3	4	3	4.50	4.50
		1.10 Communication	1	3	4	3	3.00	3.00
		1.11 Honesty and Integrity	1.5	3	5	3	4.50	4.50
		2.1 Self Management	0.5	3	4	3	1.50	1.50
		2.2 Interpretation of and implementation within the legislative and national policy frameworks	1	2	4	3	3.00	2.00
		2.3 Knowledge of developmental local government	1	4	4	3	3.00	4.00
		2.4 Knowledge of Performance Management and Reporting	1	3	5	3	3.00	3.00
		2.5 Knowledge of global and South African specific political, social and economic contexts	1	2	3	3	3.00	2.00
		2.6 Policy Conceptualisation	1	2	4	3	3.00	2.00
		2.7 Knowledge of more than one functional municipal field/discipline	0.5	3	4	3	1.50	1.50
		2.8 Mediation Skills	1	3	4	3	3.00	3.00
		2.9 Skills in Governance	0.5	3	4	3	1.50	1.50
		2.10 Competence as required by other national line sector departments	0.5	2	4	3	1.50	1.00
		2.11 Exceptional and dynamic creativity to improve the functioning of the municipality	0.5	3	5	3	1.50	1.50

Budget Votes

(Number and specified purpose of each budget allocation must be listed below)

Manager Corporate Support Services	635,785	2.81	3	4	3	8.43	8.43
Human Resources	-180,868	2.81	3	4	3	8.43	8.43
Secretariat	1,813,674	2.81	3	4	3	8.43	8.43
Support Services	0	2.81	3	3	3	8.43	8.43

Municipal Buildings and Land	0	2.81	3	3	8.43	8.43
Total Operating	2,268,591	2.81	3	3	8.43	8.43
Total Capital	0	2.81	3	3	8.43	8.43
IDP Project Commitments (A descriptive title of every IDP commitment of the incumbent must be listed below)						
44 Corporate	Centralise archive system in Karedouw	0.96	2	4	3	2.88
63 Corporate	Conduct a skills audit	0.96	3	5	3	2.88
412 Corporate	Improve and expand archive system	0.96	3	4	3	2.88
Assignments (A descriptive title of every Assignment of the incumbent must be listed below)						
106	Develop a bylaw for liquor outlets	0.96	5	5	3	2.88
96	Compile and approve Placement Policy	0.96	1	4	3	2.88
103	Compile and approve Recruitment Policy	0.96	1	5	3	2.88
105	Compile and approve Leave Policy	0.96	1	5	3	2.88
23	Compile and approve Disciplinary Procedure Policy	0.96	3	5	3	2.88
24	Compile and approve Grievance Procedure Policy	0.96	1	5	3	2.88
41	Appoint community facilitators	0.96	3	5	3	2.88
413	Develop a Skills Development Plan	0.96	1	5	3	2.88
415	Facilitate and assist with the review of the IDP	0.96	3	5	3	2.88
416	Develop HR systems and procedures	0.96	3	5	3	2.88
419	Improve Corporate Identity	1.75	1	4	3	1.75
427	Develop internal rewards system	0.96	3	3	2.88	2.88
Total		375.45			300.62	
TOTAL PERFORMANCE SCORE (Actual as % of Standard)						
80.07						



HOWARD COOK ASSOCIATES

PERFORMANCE SCORECARD CALL ACTIONS

PERFORMANCE SCORECARD

MUNICIPALITY: Koukamma

DESIGNATION/TITLE: Manager Technical Services

DATE: 2008/03/28 PERIOD: 1 July 2006 - 30 June 2007

INCLIMENT: Mr. Chairman, Senator —

INCUMBENT: MI COUNSEL JUKE

INSTRUCTIONS:

1. The performance contract should be available for every position to be rated.
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KP, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KP, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standard is 3.
6. The standard score is weight X standard rating.
7. The actual score is weight X actual rating.

Team Leader	Team Member	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 3	Standard Rating 3	Standard Score 1X4	Standard Score 1X4	Performance Score 1X2	Performance Score 1X2
2	2	2	3	4	5	6			
2	1	1	3	3	1.17	0.78			
2	3	3	3	3	1.17	0.78			
2	2	2	3	3	1.17	0.78			
2	2	2	3	3	1.17	0.78			
2	3	3	3	3	1.17	0.78			

Key Performance Indicators [80% weighting]*

No.	Key Performance Area	Most Important Elements to Measure	Key Performance Indicator
1.	Municipal Transformation and Organisational Development		12
		1.1. Performance Management System (PMS) aligned to the IDP for Technical Services Department, developed and implemented.	0.39
		1.2. An organisational structure for the Technical Services Department aligned to the IDP established and operationalised.	0.39
		1.3. Effective administrative and institutional systems, structures and procedures appropriate to the Technical Services Department, including: human resources, financial policies, bylaws and communication systems established and implemented	0.39
		1.4 Integrated human resources management systems operationalised within the Technical Services Department	0.39
		1.5 Customer service systems for the Technical Services Department developed and implemented	0.39
			0.00
			0.00
			0.00

2.	Infrastructure Development and Basic Service Delivery	45	0.00	0.00	0.00
	2.1 Infrastructure Development and Investment Model				
	2.1.1 Implemented. (In the said model there should be a dynamic relationship between population growth projections, service delivery backlogs, revenue generation capacity and institutional capacity):				
	2.2. 10% Reduction in reticulation losses for water and electricity (Rand-value)	0.61	1	1	0.61
	2.3. % Reduction in number of complaints from residents	0.61	2	2	1.22
	2.4. 25% Improvement in response time and resolution of complaints	0.61	2	2	1.22
	2.5. The provision of basic municipal services to the satisfaction of residents (That is, clear delivery programmes and projects and enabling authority, to progressively achieve national service delivery targets in terms of):				
	2.5.1 Water – 8500 households (total)	0.61	3	3	1.83
	2.5.2 Sanitation – 8500 households (total)	0.61	3	3	1.83
	2.5.3 Electricity – 3 new housing projects supplied	0.61	3	3	1.83
	2.5.4 Refuse Removal – rendered to 65% of households	0.61	2	3	1.83
	2.5.5 Municipal access roads and public transport – 50% of all municipal roads maintained	0.61	1	2	0.61
	3. Local Economic Development (LED)	16	0.00	0.00	0.00
	3.1 Institutional capacity to implement LED programs established and a conducive environment for shared growth created to ensure that:				
	3.1.1 Market and public confidence in municipal functioning, infrastructure development and service delivery is improved.	0.59	2	3	1.77
	4. Municipal Financial	15	0.00	0.00	0.00

4.1 Sound financial management practices implemented in terms of the MFMA priorities and time frames including but not limited to:								
4.1.1. Budget aligned to development and service delivery targets that the Technical Services Department is accountable for as set out in the adopted IDP	0.48	2	3	3	1.44	0.96		
4.1.2. Technical Services Department Budget and revenue management is effective	0.48	2	3	3	1.44	0.96		
4.1.3. Integrated financial management systems operationalised within the Technical Services Department	0.48	2	2	3	1.44	0.96		
4.6 Municipal financial viability targets set and achieved which will ensure that:								
4.6.5 % Personnel cost over the total operational budget is in line with regulatory framework	0.48	2	2	3	1.44	0.96		
5. Good Governance and Public Participation								
5.1 Procedures for community participation processes as set out in legislation adhered to in terms of:								
5.1.1 Planning	0.32	2	3	3	0.96	0.64		
5.1.2 Budgeting	0.32	2	3	3	0.96	0.64		
5.1.3 Implementation	0.32	2	3	3	0.96	0.64		
5.1.4 Monitoring and reporting	0.32	2	3	3	0.96	0.64		
5.1.5 Regular communication with communities on the achievement of targets set out in IDPs is carried out	0.32	2	3	3	0.96	0.64		
5.1.6 Relationship with organised business, labour and civil society built through transparency and accountability	0.32	2	2	3	0.96	0.64		
5.2 An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:								
5.2.1 Prevention	0.32	1	2	3	0.96	0.32		
5.2.2 Detection	0.32	1	2	3	0.96	0.32		
5.2.3 Awareness/communication	0.32	1	2	3	0.96	0.32		

5.3 An effective communication strategy appropriate for the Technical Services Department to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation, implemented

0.32 2 2 3 3 0.96 0.64

5.4 No qualifications in the Audit Report are attributable to the performance of the Technical Services Department

0.32 2 2 3 3 0.96 0.64

Municipal IDP Objectives

2 Infrastructure Development and Basic Service Delivery	Infrastructure Development Model	1.2 A model is developed and portrays in an inclusive document: population growth projections, service delivery backlog, revenue generation and institutional capacity	1.09	1	1	3	3.27	1.09
	Water and electricity reticulation losses	1.3 Total losses are reduced to 40% through improved management systems	0.61	2	2	3	1.83	1.22
	National Service Delivery Targets: Water	1.4 8500 households are supplied with consistent and affordable supplies of potable water by June 2007	0.61	2	3	3	1.83	1.22
	National Service Delivery Targets: Sanitation	1.5 146 more households are supplied with well maintained and reliable water borne sanitation systems by Dec 2007	0.61	2	3	3	1.83	1.22
		1.6 Investment in the maintenance/upgrade of existing sewerage systems is increased by 20% by June 2007	1.09	2	2	3	3.27	2.18
	National Service Delivery Targets: Electricity	1.7 Three new housing projects are supplied with electricity by June 2007	0.61	3	3	3	1.83	1.83
	National Service Delivery Targets: Refuse removal	1.8 Refuse removal services are rendered to 65% of households in the Koukamma area by June 2007	0.61	3	3	3	1.83	1.83
	National Service Delivery Targets: Municipal access and private transport	1.9 The total distance of municipal roads maintained for public roads	0.61	2	2	3	1.83	1.22
2 Local Economic Development (LED)	Market and public confidence	2.1 A 20% increase in market and public confidence in the municipality is achieved through a 50% improvement in the service delivery standard by June 2007	0.59	1	1	3	1.77	0.59

Strategies

Infrastructure Development and Basic Service Delivery

Priority	Upgrade the level of services, including the bulk network provided to communities	3	3	1.83	1.22
1.1	Rehabilitate existing services	3	3	1.83	1.83
1.2a	Maintain existing services	2	2	1.83	1.22
1.2b	Upgrade and increase capacity within the technical department of the municipality (manpower and machinery)	2	2	1.17	0.78
1.3	Formulate an effective land use management mechanism	1	1	1.83	0.61
1.5					

Doing Critical Performance Indicators

Sub-Categories CPI's

1.1.1 Twenty land applications are submitted per year	2	2	3	7.17	4.78
1.1.2 Twenty building plans are submitted per year	2	2	3	7.17	4.78

1.1.3 Twenty foundation inspections are carried out per year as requested	2.39	3	3	3	7.17	7.17
1.1.4 One hundred illegal building inspections are carried out per year	2.39	1	2	3	7.17	2.39
1.1.5 Twenty sewer inspections are carried out per year as requested	2.39	3	3	3	7.17	7.17
1.1.6 Twenty final inspections are carried out per year as requested	2.39	2	3	3	7.17	4.78
1.1.7 Twenty subdivisions are submitted per year	2.39	2	2	3	7.17	4.78
1.2 Cleansing						
1.2.1 Three domestic refuse bags per household are removed per week	2.39	2	2	3	7.17	4.78
1.2.2 The solid waste disposal site is inspected once per week	2.39	3	3	3	7.17	7.17
1.4 Sanitation						
1.4.1 Maintenance of reticulation is carried out three times per quarter as per schedule	2.39	2	2	3	7.17	4.78
1.5. Roads and Storm water	1.5.1 Pothole patching is carried out over 60km of road per year	2.39	2	2	3	7.17
	1.5.2 Cleaning of storm water channels, culverts/catch pits is carried out over 100km sections per year	2.39	1	2	3	7.17
1.6 Water Services	1.6.1 Reservoirs are cleaned once per quarter as per schedule	2.39	1	2	3	7.17
	1.6.2 Maintenance of reticulation takes place once per month as per schedule	2.39	2	2	3	7.17
	1.7.1 Maintenance of reticulation is carried out once per year	2.39	2	2	3	7.17
	1.7 Electricity	2.39	2	2	3	4.78

Core Competencies [20% weighting]*

No.	Category	Sub-Categories	CPI's
1.	Core Managerial Competencies	1.1 Strategic Capability	
		1.2 Programme and Project Management	
		1.3 Financial Management	
		1.4 Change Management	
		1.5 Knowledge Management (IT)	
		1.6 Service Delivery	
		Innovation	
		1.7 Problem Solving and Analytical Thinking	
		1.8 People Management and empowerment	
		1.9 Client Orientation and Customer Focus	

Budget Votes

Number and specified purpose of each budget allocation must be listed below

Manager Technical Service	1,231,692
Town Planning	181,797
Cleansing	2,602,155
Sewerage and Sanitation	3,553,086
Roads and Storm water	1,793,954

Water		2.39	2	2	7.17
Electricity		2.39	2	2	7.17
Total Operating		2.39	2	2	7.17
Total Capital		2.39	2	2	7.17

IDP Project Commitments

(A descriptive title of every IDP commitment of the incumbent must be listed below)

82	Technical	Misgund – Sewerage Treatment Works	0.61	3	3	1.83	1.83
2	Technical	KaTreedouw – Upgrade bulk water supply	0.61	3	3	1.83	1.83
4	Technical	Coldstream – Solid waste disposal site	0.61	3	3	1.83	1.83
11	Technical	Eersterivier – Bulk Water Supply Assessment	0.61	3	3	1.83	1.83
12	Technical	Comprehensive Water Audit	0.61	3	3	1.83	1.83
15	Technical	KaTreedouw Mountain View – Electrify 447 houses	0.61	3	3	1.83	1.83
17	Technical	Krakeel Rivier – Sewerage	0.61	3	3	1.83	1.83
19	Technical	Mfengu Farms – Sewerage Treatment Works	0.61	3	3	1.83	1.83
89	Technical	Coldstream – Electrification of new housing	0.61	2	3	1.83	1.22
372	Technical	Die Blaar, Kwaaiibrand – Transfer sewerage, water and tip to KM	0.61	2	2	1.83	1.22
	Technical	Outerwater - Upgrade West street (200M Gravel road)	0.61	3	3	1.83	1.83
	Technical	Coldstream – Electrify 189 Households (Roll over 07/08)	0.61	3	3	1.83	1.83
	Technical	Outerwater – Electrify 598 households	0.61	3	3	1.83	1.83
	Technical	Ravinia – Electrify 150 households (Roll over 07/08)	0.61	1	2	1.83	0.61
	Technical	Mountainview – install 10Km of streetlights (Roll over 07/08)	0.61	1	3	1.83	0.61
	Technical	Stormsriver west- install 10 Km of streetlights	0.61	1	3	1.83	0.61
	Technical	Ravinia – install 12 Km of streetlights	0.61	1	2	1.83	0.61
	Technical	Outerwater – install 15Km of streetlights	0.61	1	3	1.83	0.61
	Technical	Misgund – install 5 Km of streetlights	0.61	1	3	1.83	0.61
	Technical	Coldstream – install 4 Km of streetlights (Roll over 07/08)	0.61	1	3	1.83	0.61
	Technical	Upgrade Darnell Street (4Km gravel road)	0.61	3	3	1.83	1.83
	Technical	Mountainview – connect 447 water meters (Roll over 07/08)	0.61	2	2	1.83	1.22

Assignments

(A descriptive title of every Assignment of the incumbent must be listed below)

10	Joubertina – Negotiations with Irrigation Board	3	3	1.83
288	Finalise water service development plan	3	3	1.83
	Tsitsikamma – Develop refuse removal tender document	2	2	1.22

TOTAL PERFORMANCE SCORE (Actual as % of Standard)	
Sanitation – Develop maintenance plans	0.61
Sanitation – Connect 20 new houses	0.61
Water – Connect 20 new houses	0.61
Total	366.51
	281.41
	76.78

TOTAL PERFORMANCE SCORE (Actual as % of Standard)

Total